SCHOOL OF PROFESSIONAL AND ADULT STUDIES

2000

GRADUATE AND UNDERGRADUATE BULLETIN

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This bulletin is a description and official register of Montreat College and should be considered a working agreement between a student and the college. A student is responsible for being fully aware of and fulfilling all regulations and conditions contained or referred to herein or as such regulations and conditions may hereafter be amended by the college if and when it deems necessary. Plans of study, course titles, fees, expenses, and other matters described herein are subject to change at the discretion of the college.

Note: Course and degree offerings may differ by site. (Some off-site locations may offer the BBA degree only.)

Keep this bulletin for the duration of the program.Updates will be issued each year. Students are responsible for the bulletin requirements in effect when they begin the program.

Montreat College admits students of any race, color, religion, sex, age, national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, religion, sex, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school administrative programs. It does not discriminate in admission or access to its programs and activities on the basis of handicap as defined by Section 504 of the Rehabilitation Act of 1973.

Welcome to the School of Professional and Adult Studies,

This bulletin provides a road map for earning an Associate in Science (AS), a Bachelor of Business Administration Degree (BBA), or a Master's Degree in Business Administration (MBA) at Montreat College. The bulletin covers the policies, procedures, and other information critical to your success in our adult program. As a student, you are expected to read the bulletin thoroughly and become familiar with the contents therein.

The AS, BBA, and MBA are academic programs that are non-traditional in both content and procedure because the School of Professional and Adult Studies curriculum has been designed by our faculty to accommodate our accelerated delivery format. If you are looking for a degree program that will enhance your career opportunities, serve your personal learning needs, or fulfill a lifelong dream, the AS, BBA, or MBA may be the program for you.

Research shows that most adults work full-time or have family and other personal commitments preventing them from being involved in a conventional college setting. In the facilitated interactive teaching model here at Montreat, participants have a chance to understand better in a supportive environment, how they and their fellow students solve business/management problems. As you explore approaches to learning, managing time and self, participating in a management team and getting the system to work for you, richer, deeper patterns and opportunity for success will emerge. And finally, you will have a chance to become acquainted with what could possibly be a greater influence on your learning than your textbooks or your instructor—your fellow students.

The SPAS staff is here to assist you. The Montreat College community is pleased that you have chosen to join us. We welcome you, and we seek your continued involvement in the life of the college.

Sincerely,

Isaac Owolabi

Isaac Owolabi, Ph.D.
Dean of Adult Education

2000

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THE COLLEGE

Montreat College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) to award the associate's degree, the bachelor's degree, and the master's degree.

MISSION

Montreat College is a Christian liberal arts educational institution committed to the integration of faith and learning. Through our focus on faith, we seek to glorify Jesus Christ, to reflect His image, to serve His Church and to encourage faith development in students. Through our focus on learning, we seek to educate the mind and challenge the spirit, to discern truth, to communicate effectively, and to become agents of renewal and reconciliation in the world. Through faith and learning we seek to encourage students to discover the call of God in every sphere of life.

FOUNDATIONS

We believe humanity is God's creation in His own image, and therefore persons are thinking, relational, moral and spiritual beings of dignity and worth. We seek to serve students in all these dimensions. Our aim is to challenge students to become the complete persons a loving God intends them to be and to live in vital relationship with Him. Therefore, we seek to be a faith community as well as an academic community. We see our educational mission as an extension of the great ends of the Church and seek to graduate students who are committed to Christian servant-leadership in the world, promoting personal and social righteousness by God's grace and to His glory.

As a Christian college in the Presbyterian tradition, we are guided in our pursuit of academic excellence by the framework of Reformed beliefs. We confess the living God as the ultimate foundation of our faith and the source of all truth. We believe God is revealed perfectly in Jesus Christ. We affirm our Lord and Savior Jesus Christ as the center of history, restoring purpose, order, and value to the whole of life. We believe Jesus Christ to be the focus and culmination of scripture and that God's written Word is inspired, authoritative and, rightly interpreted by the Holy Spirit, is our infallible rule for faith, conduct, and worship. We study and address a world and humanity which were created good, corrupted by the fall, redeemed through faith in Christ, and are moving toward the final consummation of God's purposes through the work of the Holy Spirit.

EDUCATIONAL OBJECTIVES

Approaching the integration of faith and learning from an informed, biblical perspective, faculty, staff, and students form a Christian community of learners that seeks to pursue the premise that all truth is God's truth and explores the significance of this in the various academic disciplines. We are committed to a thorough exploration of and complementary relationship between biblical truth and academic inquiry. We openly embrace students of all cultures, races, and faiths in an atmosphere of academic excellence, intellectual inquiry and Christian love.

The College seeks to provide a broad, rigorous liberal arts curriculum with an emphasis on traditional and selected professional degree programs, including degree programs for adult learners. The College's educational objectives include:

1. That students will develop an informed, biblical world view including the following:
    1. The sovereignty of God over all creation and knowledge;
    2. A lifestyle of Christian service to others and the community;
    3. The recognition of the intrinsic worth of self and all persons;
    4. A genuine critical openness to the ideas and beliefs of others;
    5. The formation of values and ethical reasoning;
    6. An appreciation for what is beautiful, true and good in the arts and literature;
    7. A respect for and attitude of stewardship toward the whole of creation;
    8. An understanding of the past and its interconnectedness with the present and future.
2. That students will demonstrate effective written and oral communication skills.
3. That students will demonstrate critical thinking and problem-solving skills.
4. That students will demonstrate essential computer information systems skills.
5. That students will demonstrate competency in their academic majors.
6. That students will develop interpersonal and team skills and an understanding and appreciation of their personal strengths and weaknesses.
7. That students will become reflective and responsible citizens, effective leaders, and committed laity.

VISION

Montreat College aspires to be a Christian college of such character that we are known regionally, nationally and internationally for the quality and value of our educational programs. We seek to be a leading, serving institution through developing students who will become servant-leaders in society. We would be a first choice provider of Christian higher education, an inspiration to our students, a servant to our communities, and a blessing to the whole church.

AFFILIATION

Montreat College is affiliated with the Presbyterian Church (U.S.A.) and has a covenant relationship with the Presbyteries of Western North Carolina and East Tennessee, and with the Synod of the Mid-Atlantic. We are a member institution of the Council for Christian Colleges and Universities.

INTRODUCTION TO MONTREAT COLLEGE

At Montreat College, a student's experience is enhanced by an education of value, grounded in a strong liberal arts and business core, taught by outstanding Christian faculty, and prized by today's employers and graduate schools. Students benefit from programs that prove their opinions matter, and they grow through one-on-one interaction with professors and classmates. Studies challenge them to integrate faith and learning while considering subjects in ways never thought possible.

Montreat College enrollment is rapidly growing. Total enrollment is approximately 1200 in the traditional Montreat campus program and in the School of Professional and Adult Studies off-campus program; of this total, 750 participate in adult higher education. Montreat College welcomes students of many denominations and cultural backgrounds, including students from all corners of the world. The student body typically represents approximately thirty states and ten other countries.

Montreat College's School of Professional and Adult Studies (SPAS) is designed especially for the adult learner who has completed no prior college work or some college work and desires to finish a degree in an accelerated program by attending class one night per week and meeting with a study group another night per week. SPAS offers Associate in Science, Bachelor of Business Administration, and Master of Business Administration degrees.

Montreat College's off-campus School of Professional and Adult Studies holds classes in Asheville, Charlotte, Marion, Spindale, Murphy, and various other North Carolina locations. Campus extension facilities are located in Charlotte and Asheville.

HISTORY

The beauty and tranquility of the Blue Ridge Mountains led Congregationalist Minister John C. Collins to form the Mountain Retreat Association in 1897 "for the encouragement of Christian work and living through Christian convention, public worship, missionary work, schools, and libraries..." By 1907, J.R. Howerton of Charlotte, North Carolina, conceived and carried out the idea of purchasing Montreat for the Presbyterian Church in the United States. Then, in 1913, Dr. Robert C. Anderson, president of the Mountain Retreat Association, proposed that the grounds and facilities of the Association be used for a school during the academic year. In 1915, the General Assembly decreed "that the property of the Mountain Retreat Association be used for a Normal School and that the establishment of the school be referred to the Synods."

The Synods of Appalachia, Georgia, Alabama, North Carolina, Tennessee, and Virginia elected trustees who met in Montreat on May 2, 1916, and elected Dr. Robert F. Campbell of Asheville, N.C., chairman, Mr. W. T. Thompson, Jr. of Knoxville, Tenn., secretary, and Ruling Elder T. S. Morrison of Asheville, N.C., treasurer. The Montreat Normal School, a four-year preparatory and two-year college combination, opened its first session in October 1916 with eight students. Montreat Normal School continued to grow over the years. Throughout times of war, economic fluctuations, and rapid social change, the school sought to provide a Christian setting in which to prepare young women to become teachers.

In 1934, during Dr. Robert C. Anderson's tenure as president, Montreat Normal School (College Department) was renamed, simply, Montreat College. The college grew as its academic program expanded. It began a four-year degree program in 1945. After 14 years as a four-year women's college, the college was restructured in 1959 as a coeducational junior college and was given a new name, Montreat-Anderson College.

In 1985, the college Board of Trustees, realizing the demands and changing circumstances in higher education, made the decision to become again a baccalaureate institution. The dream of its first president, Dr. Anderson, was for the college to serve as an accredited baccalaureate institution. The college

has realized that dream. It returned to the original name of Montreat College in August of 1995, sharing the original vision and identity. The change reflects the Montreat College of today, a four-year college with several growing campuses and graduate studies.

Montreat College's School of Professional and Adult Studies began offering classes on September 19, 1994. The college's Charlotte campus was officially opened on September 11, 1995. Montreat College's Asheville campus held its grand opening on October 8, 1996.

In June 1998 Montreat College was accredited by the Commission on Colleges of the Southern Association of Colleges and Schools as a level 3 institution to offer the master's degree in business administration.

The presidents of the college have been Dr. Robert Campbell Anderson, 1916-1947; Dr. J. Rupert McGregor, 1947-1957; Dr. Calvin Grier Davis, 1959-1972; Dr. Silas M. Vaughn, 1972-1991; and William W. Hurt, 1991 to present.

CAMPUS LOCATIONS

Montreat College is located in the beautiful Blue Ridge Mountains of Western North Carolina. The scenic main campus is nestled into sloping woods just 15 miles east of Asheville, North Carolina, and 2 miles from Interstate 40. Students enjoy the proximity of Asheville, one of North Carolina's most architecturally and culturally diverse cities. Adjacent to Montreat is the historic town of Black Mountain, with picturesque avenues, stores and restaurants.

The Charlotte, NC campus is located off Tyvola Drive near the Charlotte Douglas Airport. The Charlotte Coliseum is within sight of the modern campus at 4135 South Stream Boulevard. Located at 318 Ridgefield Court in the Ridgefield Business Center, the Asheville, NC campus is located in a growing section of the city, near the Biltmore Square Mall, off I-26. Both campuses are convenient and practical, having been designed with the adult student in mind.

In addition to MAmeontreat College's permanent campus facilities in Charlotte and Asheville, The School of Professional and Adult Studies holds classes in various other North Carolina locations such as Marion, Murphy, Hendersonville, Hickory, and Clyde.

COLLEGE MEMBERSHIPS (SELECTED)

American Association of College Registrars and Admissions Officers
Christian Adult Higher Education Association (CAHEA)
Consortium for the Advancement of Adult Higher Education (CAAHE)
Council for Christian Colleges and Universities (CCCU)
Council of Independent Colleges (CIC)
National Association of Independent Colleges and Universities
North Carolina Independent Colleges and Universities
Southern Association of Colleges and Schools (SACS)
The Adult Higher Education Alliance (Alliance)

ADULT EDUCATION

MISSION

The School of Professional and Adult Studies seeks to provide education which is consistently informed by a Christian world view to adult professionals with previous college experience. Program offerings permit working professionals to complete their educational goals while fully involved in their current career. A special feature of this program is that working professionals can integrate their practical knowledge of the work place with interactive classroom instruction and Christian principles. The objectives of the School of Professional and Adult Studies are:

1. To provide a high-quality education leading to professional advancement via a unique delivery system.
2. To promote lifelong learning that combines the practical and theoretical.
3. To provide a value-added education from the perspective of an informed Christian world view.

INTRODUCTION

Programs in the School of Professional and Adult Studies campuses are designed to meet the educational needs of working adults. The adult degree programs began in 1994 in Montreat, North Carolina. Currently, degree programs are offered throughout the Western North Carolina and Charlotte areas and have more than 700 students enrolled.

The program allows adults who want to advance their career opportunities a way to further their education through the Associate in Science degree, Bachelor of Business Administration degree, and Master of Business Administration degree. The programs are delivered in a non-traditional, accelerated format specifically designed for working adults who have work experience.

Faculty members, who are credentialed, working professionals, are carefully selected in order to provide appropriate instruction which integrates theory with practical business experience and Christian principles. Classes meet once a week for four-hour sessions of interactive instruction. Also, students are

required to meet once a week in study groups to complete the week's activities for class, including presentations, homework, research, papers, and more. Courses are offered sequentially and course materials (textbooks and modules) are delivered to the classroom. Students stay with their cohort groups throughout the program and build teamwork skills needed for today's workforce.

The undergraduate degrees offer working adult students who already have 60 or more hours of college credit an opportunity to complete their core business courses in approximately 22 months. Other courses of general electives and general education may also be necessary to complete degree requirements. The college will assist students in discovering options for completing all requirements for graduation.

For undergraduate students who do not have 60 semester hours to begin the core business courses, SPAS offers the Associate in Science degree as well as general elective courses in the PLUS program.

The graduate program, Master of Business Administration, is offered for adults who want to earn marketable credentials for the modern business environment.

ADMISSIONS

ADMISSION REQUIREMENTS FOR THE ASSOCIATE IN SCIENCE DEGREE
SCHOOL OF PROFESSIONAL AND ADULT STUDIES

To qualify for admission into the A.S. degree program, the following conditions must be satisfied:

A. If credit hours are zero or less than fifteen, a student must submit the following for acceptance:

1. Proof of high school graduation or G.E.D. certificate.
2. Transcripts of any or all college courses taken.
3. Verification of three years of full-time work experience.
4. Two letters of recommendation from persons qualified to judge the applicant's professional expertise, character, and capacity for college level study (generally, one recommendation should be from a supervisor).
5. A minimum age of 21 or three year post high school work experience in a field appropriate for continuation into the BBA upon completion of the Associate in Science Degree curriculum.
6. An openness to the college's mission of the integration of Christian faith with learning.
7. An applicant whose native language is not English must demonstrate the ability to read, write and understand English and submit evidence of proficiency in English by scoring 500 or above on the Test of English as a Foreign Language (TOEFL).

B. If a student has zero credit hours, the student must submit a high school transcript in addition to proof of high school graduation or G.E.D. Certification.

As with all students, grade progress will be monitored. A student with zero to fourteen credit hours coming into the program must make at least a 2.0 (C) in each of the first three courses of the program in order to continue. Any student who does not meet this minimum GPA requirement will be administratively withdrawn from the program.

ADMISSION REQUIREMENTS BACHELOR OF BUSINESS ADMINISTRATION CORE

SCHOOL OF PROFESSIONAL AND ADULT STUDIES

To qualify for admission into the BBA Core, the following conditions must be satisfied:

1. Proof of high school graduation or G.E.D. certificate, and a minimum of 60 semester hours of credit earned from a regionally accredited college or university (a maximum of 68 semester credit hours may be transferred from a two-year college). Only grades of "C" or above will transfer. CLEP examinations and non-collegiate military training as verified by the American Council on Education (ACE) will also normally transfer. (30 credit hours maximum)
2. An overall grade point average (GPA) of 2.00 in previous college work; applicants with a GPA below 2.00 shall be considered for provisional admission.
3. A minimum age of 23 or a minimum of two years of relevant work experience following associate degree or equivalent in an occupation or endeavor related to the degree program.
4. Two letters of recommendation from persons qualified to judge the applicant's professional expertise, character, and capacity for college-level study.
5. An openness to the college's mission of integration of Christian faith with learning.
6. All students whose native language is not English must have a score of 500 or above on the Test of English as a Foreign Language (TOEFL) or the equivalent.
7. Applicants may transfer a maximum of six semester hours or two courses into the business core curriculum. To be considered transferable into the core, the course must duplicate the content of the College course, a grade of "C" or better is required, and the course must be from a regionally accredited college.

Individual consideration will be given to applicants who may not meet all the specific requirements. The college reserves the right to admit only students who hold promise of academic success. Withdrawal may be required should an applicant intentionally withhold or falsify pertinent information.

Note: It is recommended that students have at least 50% of General Education Requirements before entering the bachelor's program.

ADMISSION REQUIREMENTS
MASTER OF BUSINESS ADMINISTRATION
SCHOOL OF PROFESSIONAL AND ADULT STUDIES

To qualify for admission into the MBA Core, the following conditions must be satisfied:

1. Baccalaureate degree from a regionally accredited college or university.
2. Three years of relevant business experience.
3. Leadership/management potential and commitment to graduate education in a Christ-centered college.
4. Two letters of recommendation.
5. Up to 6 semester hours of graduate course work may be transferred into the Master of Business Administration core. All transfer credit must have been earned at a regionally accredited graduate program, must duplicate the content of the Montreat College Master of Business Administration course, and must be at the grade of "B" or higher.
6. Undergraduate business prerequisites must be fulfilled before the Master of Business Administration. Individuals possessing the Bachelor of Science in Business Administration or the Bachelor of Business Administration will have completed all the necessary undergraduate prerequisites. Candidates for the Master of Business Administration degree who possess undergraduate degrees in areas outside Business will be required to take a prescribed number of prerequisite undergraduate business courses including:

BS 362	Financial and Managerial Accounting	4 credit hours
BS 422	Issues in Corporate Finance	3 credit hours
BS 351	Economics: Theory, Concepts, and Issues of Micro and Macro	3 credit hours
BS 314	Data Analysis for Business	3 credit hours
	Total Prerequisite hours:	13 credit hours

7. Prerequisites for the Master of Business Administration program are offered through the School of Professional and Adult Studies on an accelerated evening format. Students may elect to take competency tests in the prerequisite areas based on education and previous work experience.
8. Students will be granted regular admission by meeting this standard:
   - GPA x 200 + min. GMAT score of 450 must be greater than or equal to 850
9. All students whose native language is not English must have a score of 500 or above on the Test of English as a Foreign Language (TOEFL) or the equivalent.

EVALUATION OF TRANSFER CREDIT

Each student will receive an Evaluation of Transfer Credit form. This form is a summary of the number of semester hours accepted in transfer from all regionally accredited colleges and universities and proficiency evaluations which the student has previously completed. The evaluation of military training is also included on this form. The form will list the number of incoming semester hours received and the number of semester hours required (126 for the BBA degree and 60 hours for the Associate Degree) to accumulate semester hours of study required to graduate, as well as outline any deficiencies. The student will receive this form after all transcripts have been received in Admissions and have been evaluated by Student Services. Students in the BBA program will accumulate 46 semester hours in the BBA core curriculum. If a student transfers 60 semester hours to Montreat College to begin the BBA core program, he/she will need an additional 21 hours (including fulfillment of all general education requirements) to accumulate the required 126 semester hours to graduate with a BBA degree.

A student may transfer a maximum of 6 hours into the BBA core curriculum, if the course is an identical Junior or Senior level course **previously** taken at a 4-year accredited institution. The transfer of courses into the BBA core must be approved by the Registrar's Office and must be approved and finalized prior to enrollment into the BBA program. If the student transfers courses into the BBA core, the student must withdraw from the corresponding course and withdrawing from a course may affect financial aid.

ASSESSMENT OF DOCUMENTED LEARNING

Montreat College is among more than 600 colleges and universities involved in assessing documented learning for academic credit toward an undergraduate degree. The Council for Adult and Experiential Learning (CAEL), an educational association founded in 1974 to promote the acceptance of the awarding of college credit for documented and experiential learning, has led the way in developing and implementing assessment techniques. Montreat College uses the guidelines developed by CAEL.

CORRESPONDENCE COURSES

Montreat College's SPAS will accept up to 6 semester hours of religion courses taken via correspondence through UNC-Chapel Hill. The course cannot be duplication of course work already taken. Course work must be approved by the Director of Student Services. Upon successful completion of the course(s), official transcripts from the institution must be received by the Registrar's Office at Montreat College for credit to be awarded.

CREDIT BY EXAMINATION

Adult learners may participate in a variety of credit by examination programs in order to earn credit toward the BBA or Associate Degrees. Credit will be received as pass/fail. No credit will be granted for any course in which the adult learner is enrolled or was enrolled and failed to meet the course requirements. Some tests may be taken only one time, or only one time in a six month period of time. These programs are explained below:

1. Advanced Placement Program (APP)
   This credit by examination program is sponsored by the College Entrance Examination Board for evidence of completion of a college-level course taken in high school. Scores of 3, 4, or 5 will be accepted.

2. College Level Examination Program (CLEP)
   This credit by examination program uses CLEP Subject Area examinations; adult learners who earn scores equal to grades of "C" or above may apply such credit toward their degree completion.

3. Defense Activity for Non-Traditional Education Support (DANTES)
   This credit by examination service was established in 1974 and administers Subject Standardized Tests (SST) to military service and civilian personnel. Guidelines developed by the American Council on Education (ACE) for the awarding of these credits are followed.

4. Proficiency Examination Program (PEP)
   These examinations, sponsored by the American College Testing Program, cover some subject areas not currently offered by national credit by examination programs, and credit will be granted for scores which reach the College's standards.

5. Institutional Challenge Exams
   Students wanting to challenge the Old Testament or New Testament requirements may take the exams written and scored by the Montreat College Bible department. The exams are $100.00 each and are scored on a Pass/Fail basis. Students interested in challenging the courses should contact the Director of Student Services to schedule the exam and to receive the study guides prepared by the Bible department.

Students who are interested in APP, CLEP, DANTES, PEP or Institutional Tests should contact the coordinator of non-collegiate credit. The institution from which the test is taken will assess a fee for test administration and purchase of the test from the national organization that sponsors the test. Before taking any credit by examination tests, complete approval form through Student Services to ensure the credit will apply toward your degree completion. If credit by examination tests have been taken prior to enrollment in the School of Professional and Adult Studies, the student must request score transcripts from the examination program. Credit cannot be awarded based upon an academic transcript from a previous institution.

In addition, adult learners may bring to their BBA studies a wealth of prior learning experiences from a variety of sources, including training provided by non-collegiate institutions, such as armed forces and service schools, professional certification, or experiential learning. Credit may be awarded for prior learning experience if it falls within the curricular offerings of the College and is appropriately related to the adult learner's educational goals. Decisions regarding the awarding of prior learning experience credit and the determination of such credit are made according to the procedures and standards approved by the College faculty and in accordance with the guidelines published by the American Council on Education (ACE), the council for Adult and Experiential Learning (CAEL), and other nationally recognized organizations.

Normally, **no more than 30 semester hours (15 hours Associate's and 15 hours BBA) may be awarded through any combination of credit by examinations or prior learning experiences.** In exceptional individual cases, however, the nature and content of the prior learning experience may be such that additional credit may be appropriately awarded.

DESCRIPTION OF PRIOR LEARNING ASSESSMENT (PLA)

PLA and Portfolio credit is increasingly becoming a useful option for students seeking General Elective credit. Only in rare instances has General Education credit been given for professional experience. The student who is seeking General Elective credit for professional experiences has three options at his/her disposal: 1) Prior Learning Assessment (PLA), which is an evaluation of certified corporate training, 2) Career Portfolio, which is an academic assessment of an outstanding career track record, or 3) Military Credit. All of these programs are designed to assist the AS and BBA student in earning General Education credits for past or ongoing training at his/her place of employment. There are specific policies and fees associated with these programs and students need to be aware of their responsibilities as they utilize these three programs. All information must be turned in at time of application.

PRIOR LEARNING ASSESSMENT (PLA)

PLA credit may be earned at any point in the student's academic career. In some cases students will submit training certificates with their initial application for admission, and in other cases students will submit training certificates during their enrollment in the SPAS program. In either case, the policies and fees associated with PLA are the same.

Students should be aware that Montreat College closely follows the American Council of Education (ACE) recommendations and the standards established by the Council for Adult and Experiential Learning (CAEL). That students may have certain certifications does not mean they are automatically awarded credit. In fact, if an exact match or a comparable match to the student's certificate cannot be found in the ACE recommendations, Montreat College cannot award academic credit.

To receive academic credit for PLA, the student must submit an original certificate of completion for the course in question with the signature of the trainer/director/employer applied. The student may opt to submit a corporate transcript that has been signed by the Director of Human Resources in lieu of individual certificates. In addition to the submission of the training certificate(s) or corporate transcript, students must submit a 2 page "Evaluation of the Learning Experience" (ELE) for each item that they desire to have evaluated. This ELE is to include a complete course description, the specific hours required by the course, a listing of the learning objectives and

finally an analysis of the learning outcomes. These items will be submitted to the Coordinator of Corporate Articulation and Non-Collegiate Credit together with payment of a non-refundable $35 evaluation fee. Normally, it takes 3-4 weeks for evaluation.

If academic credit is awarded to the student for the specific certificate(s) in question, the $35 evaluation fee will be applied to the total required fee for the award. The present fee for awarding PLA credit is $35 per credit hour. The award fee must be paid in full to the Coordinator of Corporate Articulation and Non-Collegiate Credit by personal check, certified check or money order before the credit(s) can be officially applied to the student's transcript.

The above criteria apply equally to students who are seeking PLA credit toward the required semester hours for admission into the BBA program. They should submit a separate check (apart from the deposit) for $35 to Montreat College that will accompany the student's file to the office of the Coordinator of Corporate Articulation and Non-Collegiate Credit. If credit is awarded for the materials submitted, the non-refundable $35 evaluation fee will be applied toward the total fee for the award. The balance of the award fee must be submitted to the Coordinator of Corporate Articulation and Non-Collegiate Credit in the form of personal check, certified check, or money order no later than 4 weeks after the award. Failure to meet this financial obligation may result in the student being administratively withdrawn from the program and any resulting PLA credits will be forfeited by the student.

Any student not needing PLA credits for admission should apply after matriculation into the program. Any time after matriculating, the student should contact the Coordinator of Corporate Articulation and Non-Collegiate Credit for advice. The above requirements for PLA credit apply.

GUIDELINES FOR SUBMISSION OF PLA CERTIFICATES AND ELES

- It is in the student's best interest to wait until he/she has several certificates and ELEs to submit.

- A good rule of thumb is to submit courses in increments of at least 15 contact hours per subject area. The ACE guidebook, as well as several regional state university systems, tends to recommend 15 contact (classroom) hours per one semester hour.
  Exception: Advanced computer courses with 8 contact hours occasionally qualify for 1 semester hour.

- If the course has fewer than 7-8 contact hours, then the student should wait until completion of at least one more 7-8 hour course in that general subject area before submitting certificates and ELEs. Where duplicate or near duplicate courses are submitted, only one will be considered for credit.

- Progressive sets of courses (ie: Beginning, Intermediate, Advanced) are more likely to earn credit than individual introductory courses.

- Conflict Resolution courses of all types generally must have at least 16 contact hours to earn 1 semester hour of credit.

CAREER PORTFOLIO

The career portfolio differs greatly from PLA. The portfolio is used by those who have a superior and lengthy career track record which they desire to have evaluated by a Montreat College faculty member for academic credit.

The portfolio is a compilation of the individual's resumé, training, achievements, letters of recommendation, evaluation of career experiences and goals, etc. that demonstrates the student has gained the equivalency of academic experiences through career experiences. Any student wishing to have a career portfolio evaluated for academic credit MUST attend a Career Portfolio Seminar to receive the information and training necessary for assembling a portfolio worthy of evaluation. Career Portfolio Seminars are held quarterly on both the Asheville and Charlotte campuses. If the student is interested in researching the possibility of a career portfolio, he or she should contact the Coordinator of Corporate Articulation and Non-Collegiate Credit for information concerning the next Career Portfolio Seminar.

The career portfolio is typically evaluated for General Elective credit; however, from time to time a student may have had career experiences that would warrant General Education credit consideration. Though the career portfolio is processed through the office of the Coordinator of Corporate Articulation and Non-Collegiate Credit, the actual evaluation is carried out by the department chair through which the student is seeking academic credit. Credit awards range from 0-30 semester hours. The student should always first seek the advice of the Coordinator of Corporate Articulation and Non-Collegiate Credit before embarking on a portfolio project.

As with PLA, there are evaluation and award fees associated with the career portfolio. As a Montreat College faculty member will be involved with the

evaluation of the portfolio, there is a non-refundable $100 evaluation fee that is to be submitted at the time that the portfolio is submitted. This fee covers ONLY the evaluation of the portfolio. In addition, the award fee for career portfolio credit is $35 per credit hour which is due within four weeks from the time the student is notified of the credit award. This fee is to be submitted to the Coordinator of Corporate Articulation and Non-Collegiate Credit and should be paid by personal check, certified check, or money order. If the student fails to meet this financial obligation to the college, he/she will forfeit the $100 evaluation fee, and any resulting credits will be forfeited by the student.

Due to the length of time necessary to evaluate a career portfolio properly, only students who have matriculated into the SPAS program and have attended a Career Portfolio Seminar are eligible.

MILITARY CREDIT

Military credit policies follow closely those listed above under PLA. Montreat College uses the American Council on Education's (ACE) Guide to the Evaluation of Educational Experiences in the Armed Services in the evaluation of all military credit. The veteran's DD214 discharge papers are carefully scrutinized for all detail concerning military experiences, and the credits are awarded at face value.

The fees for awarding military credit are the same as those of PLA above. As the DD214 should ALWAYS accompany the student's application for admission, the same policies and fees for pre-admission PLA evaluation will be followed. The student must submit a non-refundable $35 evaluation fee to Montreat College at the time of the completion of his/her file (apart from the deposit). This fee will accompany the student's file to the office of the Coordinator of Corporate Articulation and Non-Collegiate credit for evaluation. If credit is awarded for the materials submitted, the $35 evaluation fee will be applied toward the total fee for the award. The balance of the award fee must be submitted to the Coordinator of Corporate Articulation and Non-Collegiate credit in the form of personal check, certified check, or money order by the fourth week that the student is in class. Failure to meet this financial obligation may result in the student being administratively withdrawn from the program and any resulting military credits will be forfeited by the student.

Community College of the Air Force credits are considered collegiate transcripted credits (General Elective) and are evaluated just like any other college transcript.

All non-collegiate credit, including DANTES and CLEP, is limited to 30 semester hours per Montreat College admission policy. All requests for non-collegiate credit beyond 30 hours must go through the appeal process.

Concurrent Admission Program (CONAP)–Montreat College participates in the Army's CONAP program. As an individual enlists in the Army he/she can concurrently be admitted to Montreat College. To be admitted the individual must meet all SPAS admissions requirements.

Servicemembers Opportunity College (SOC)–Montreat College is one of the 1200 colleges/universities that support members in all branches of the military going to college.

The SOC contract is managed for the Department of Defense by DANTES, Defense Activity for Non-Traditional Education Support.

ARTICULATION AGREEMENTS

Colleges with which Montreat College School of Professional and Adult Studies has an Articulation Agreement:

Blue Ridge Community College
College Drive
Flat Rock, NC 28731-9624

Caldwell Community College and Technical Institute
2855 Hickory Blvd
Hudson, NC 28638

Catawba Valley Community College
2550 Highway 70 SE
Hickory, NC 28602-9699

Haywood Community College
185 Freelander Drive
Clyde, NC 28721

Mitchell Community College
500 West Broad Street
Statesville, NC 28677

Randolph Community College
P.O. Box 1009
Asheboro, NC 27204-1009

Tri -County Community College
2300 Highway 64 East
Murphy, NC 28906

FINANCIAL INFORMATION

Montreat College tries to insure that the opportunity for Christian higher education be given to all who desire it. By endeavoring to keep expenses at a minimum and by offering a substantial and comprehensive financial aid program, Montreat provides educational opportunity for many students who otherwise might not be financially able to attend college. NO QUALIFIED STUDENT SHOULD HESITATE TO APPLY BECAUSE OF LACK OF FINANCIAL RESOURCES.

SPAS TUITION AND FEE STRUCTURE

The following tuition and fee structures are in effect as of July 1, 2000. A schedule of specific course start dates, payment due dates and amounts due is personalized for each student during the advising process.

Montreat College reserves the right to change tuition and fee schedules at any time. However, tuition and fee schedules are guaranteed for students who complete the program according to the prescribed curriculum schedule. Student who withdraw and re-enter any program must adhere to the prevailing academic standards and fee structures at the time of re-entry.

All outstanding balances must be cleared before future course or program registrations will be approved. Montreat College reserves the right to suspend students from class attendance for failure to meet financial obligations.

A $25 late fee is charges each time a payment is received after the due date. There will be a $15 charge for any check returned for non-sufficient funds.

SPAS - ASSOCIATE IN SCIENCE

Tuition:	$12,400 ($200 per credit hour for 62 credit hours)
Books:	$1,650 includes production and delivery of all resources (books, modules, handouts)
Graduation Fee:	$40

Deposit:	$175 required one week prior to class start to reserve a spot. Applied toward first course. Non-refundable after the first class meeting.
Payment schedule:	Deposit or $175 and first payment of $1,175 are applied toward the costs of the first two courses of the curriculum. Tuition and fees for all subsequent courses are paid one course at a time two weeks prior to the beginning of each course

SPAS - BACHELOR OF BUSINESS ADMIN.

Tuition:	$10,580 ($230 per credit hour for 46 Credit Hours)
Resources:	$3,960 includes notebook computer with software and maintenance, and production and delivery of all resources (books, modules, handouts)
Graduation Fee:	$40
Deposit:	$175 required one week prior to class start to reserve a spot. Applied toward first course. Non-refundable after the first class Meeting.
Payment schedule:	Deposit of $175 and first payment of $1,445 are applied toward the cost for the first two courses of the curriculum. Tuition and fees for all subsequent courses are paid one course at a time two weeks prior to the beginning of each course. The resource fee charge for the computer is accelerated to ensure full payment by the start of the eighth course.

SPAS - MASTER OF BUSINESS ADMINISTRATION

Tuition:	$13,480 ($240 per credit hour for 46 Credit Hours)
Resources:	$4,800 includes notebook computer with software and maintenance, and production and delivery of all resources (books, modules, handouts)
Graduation Fee:	$40
Deposit:	$250 required one week prior to class start to reserve a spot. Applied toward first course. Non-refundable after the first class Meeting.
Payment schedule:	Deposit of $250 and first payment of $1,940 are applied toward the cost for the first two courses of the curriculum. Tuition and fees for all subsequent courses are paid one course at a time two weeks prior to the beginning of each course. The resource fee

charge for the computer is accelerated to ensure full payment by the start of the sixth course.

The cost of requisite courses is not included in the MBA schedule and will be charged at the undergraduate tuition rate.

PLUS PROGRAM

PLUS courses cost $200 per credit hour plus $75 book and resource fee. PLUS courses are offered on a cash basis: Tuition and fees must be paid in advance when the student submits registration materials to the PLUS Program Coordinator. Otherwise, the student will not be registered for the course. Normally, financial aid will not cover PLUS courses because they are not part of a degree program.

PRIOR LEARNING ASSESSMENT AND PORTFOLIO FEES

Students petitioning for prior learning credit are required to remit a $100 submission fee for Portfolio Assessment. The fee is to be included with the portfolio at the time it is submitted. In addition, there will be a $50 transcription fee for each credit awarded. The student will receive an invoice for the amount of credit awarded approximately 7 to 10 days after the credit is awarded, and the fee must be paid within 30 days of the invoice date. Fees for all credits awarded must be paid in full before starting the core program or graduating from the college.

STUDENT ACCOUNT POLICIES

STUDENT ACCOUNT MANAGEMENT

The Student Accounts Office at the Charlotte campus manages all student accounts for the School for Professional and Adult Studies. The Business Office on the Montreat campus manages student accounts for the PLUS program.

TUITION REIMBURSEMENTS

Students who expect all or part of their expenses to be paid by tuition reimbursement are expected to pay in advance for courses with their own funds.

FINANCIAL AID

If a student chooses financial aid as a method of meeting the financial obligations of the SPAS program, then all forms must be completed in full and returned to the Financial Aid office prior to the start of the first course.

All financial aid funds are posted directly to student accounts. They cannot be issued as a check directly to a student.

All SPAS students are required to sign an Authorization to Retain Funds that indicates their preference for the handling of credits resulting from the posting of federal and state financial aid to their accounts. When a student elects to leave funds on account to pay for future courses in SPAS, the Student Accounts office will use any credit as long as it is sufficient to pay subsequent charges to the student's account. If a student elects to be refunded credit balances derived from federal or state aid, then the student is considered thereafter to be self-paying.

If, as the result of a course withdrawal or non-attendance in a course, a portion or all of federal and/or state funds is invalidated, then it is the student's responsibility to pay, in a timely manner, any outstanding balance no longer covered by the financial aid.

At the end of the federal or state aid award period, any credit remaining on the student account from federal aid is sent automatically to the student regardless of the preference expressed on the Authorization to Retain Funds.

RECEIPT REQUESTS

Students are required to request receipts for payments in writing. Forms are available from the Student Accounts Office in Charlotte and the literature racks at the Charlotte and Ashville campuses. The forms can be mailed or faxed to the Student Accounts Office in Charlotte for processing. Processing normally takes one week. Receipts are distributed in the cohort mailboxes at the Charlotte and Asheville campuses. They are sent in sealed envelopes to ensure confidentiality. Students from off-campus sites will receive their receipts through U.S. mail.

If a course fee is not paid within 1 week of the student's request for a receipt, the request will be held on file for a period of 1 month from the date of request. After that, the student must complete another request form.

Receipts will not be distributed for a course in advance of its start date. Requests from students for more than four courses will not be accepted. No receipts will be faxed to students.

STATEMENT OF STUDENT ACCOUNT

At the beginning of each month, statements including a history of the student's account for the past six months are sent to all students who have a balance due. Statements are no routinely sent to students with zero or credit balances. Any student may request a statement of account from the Student Accounts Office at any time.

GENERAL INSTITUTIONAL REFUND POLICY

All students in the School for Professional and Adult Studies are automatically registered for all courses in their program. If a student withdraws from a course after the first class meeting, the student will be charged 10% of the tuition cost of the course and will be charged the book and resource fee in full. If a student withdraws after the second class meeting, the student will be charged tuition and the book and resource fees in full for that course.

The date of a student's withdrawal is the date the student notifies the college on a properly executed withdrawal form. It is the responsibility of the student to officially withdraw following the procedures detailed in the withdrawal from program and withdrawal from course policies.

A "refund" refers to money paid toward program charges that must be returned to financial aid sources and/or the student. A "repayment" is the amount of cash disbursed to the student that must be repaid to federal, state or institutional sources. See the discussion on refunds and repayments involving federal and state student aid in the subsequent Financial Aid section.

FINANCIAL APPEAL PROCESS

A student who wishes to appeal a financial decision must do so in writing to:

Dean of Adult Education
Montreat College
318 Ridgefield Court
Asheville, NC 28806

FINANCIAL AID APPLICATION PROCEDURE

This section is a brief overview of some areas of financial aid. Please go to our financial aid website, www.montreat.edu/faspas, for specific detailed information on financial aid.

To apply for financial aid, you must first apply for admission to Montreat College SPAS.

Complete the entire financial aid packet and return as soon as possible to:

Coordinator of SPAS Financial Aid Programs
Montreat College
PO Box 1267
Montreat, NC 28757

The FAFSA will be electronically submitted to the Department of Education for processing. The results, called a Student Aid Report (SAR), will be transmitted back to the financial aid office.

Financial Aid awards are made after a student has been offered admissions, decided on a cohort and all documents regarding the family's financial situation are received. Students are notified via an official award letter. (A schedule of the classes covered and that must be taken during the award year will be attached.)

Students must complete a Master Promissory Note for the Federal Stafford Loan if they wish to take a loan.

Students eligible for educational benefits through Veterans Administration or Vocational Rehabilitation should apply directly to these agencies and inform the office of financial aid.

TO MAINTAIN FINANCIAL AID:

Students must maintain full-time status. No courses can be skipped. Students must take courses in the exact order, time period and format in which they were awarded.

Students must maintain satisfactory academic progress.

STUDENTS MUST REAPPLY EACH YEAR FOR FINANCIAL AID.

ELIGIBILITY AND TYPES OF AID

Students who are citizens or have permanent residence status in the United States are eligible to apply for financial assistance under various federal aid programs. Students must be registered for all courses needed to complete an academic year. At this time Plus courses and courses offered on-line are not eligible for financial aid. Students must complete all the financial aid paper work including the Free Application for Federal Student Aid (FAFSA) to be considered for all of the following federal programs.

FEDERAL PELL GRANT

Pell Grant eligibility will be based on the student's Expected Family Contribution (EFC) that is recorded on the SAR. The lower the EFC, the higher the award will be to the student. Students with an EFC higher than $3,100 will not qualify for a Federal Pell Grant. Pell Grant is available only to undergraduate students.

FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANT (FSEOG)

This program is designed to assist undergraduate students with exceptional financial need, that is, students with the lowest Expected Family Contributions (EFCs), and gives priority to students who receive Federal Pell Grants. Funding is limited so there is no guarantee every eligible student will be able to receive an FSEOG.

FEDERAL FAMILY EDUCATION LOAN PROGRAM — FEDERAL STAFFORD LOANS

Stafford loans (subsidized and unsubsidized) are low-interest loans available to assist eligible students. This program enables students to borrow directly from a bank, credit union or other participating lenders. Upon meeting all general eligibility requirements, the loan application must be certified by the college. The loans are guaranteed by a state or private nonprofit agency and are insured by the federal government. A student must be enrolled and accepted as a regular student working toward a degree in an eligible program.

NORTH CAROLINA LEGISLATIVE TUITION GRANT (LTG)

This grant is available at most of our locations. Recipients must be NC residents for the last 12 consecutive months, be registered as a full-time student on the eligibility dates, be pursuing their first bachelor's degree and meet financial aid eligibility requirements. The student must complete an LTG application to be considered for this grant.

NORTH CAROLINA CONTRACTUAL GRANT

This program is offered at most of our locations. Students must meet the eligibility requirements of the LTG and must demonstrate a significant need. Funding is limited so there is no guarantee every eligible student will be able to receive the NC Contractual Grant.

EMPLOYER REIMBURSEMENT

Many employers offer tuition reimbursement for students in academic programs. Contact your appropriate employer representative for more information. Notify the Financial Aid Office of any awards made. Most employers pay after the course is completed, so the student is advised to borrow enough money to pay for several courses until reimbursement comes through. The student is responsible for paying tuition and fees prior to course start according to the payment schedule. Students submitting employer vouchers must submit by course due date and pay any remaining balance by that date.

VETERANS BENEFITS

Contact your veterans office for more information about federal and state veteran's assistance. Grant application forms must be certified by the Registrar's Office. Notify the Financial Aid Office of any awards made.

DIVISION OF VOCATIONAL REHABILITATION (DVR)

Educational assistance is available to students who are clients of the Department of Vocational Rehabilitation. Contact your DVR counselor for more information and an application form.

FULL-TIME STATUS

Financial Aid is awarded on the basis that the student will take all the courses contained in their cohort schedule in the order and time frame they appear on the original cohort schedule. To be considered full-time, a student is awarded for an academic year which includes a minimum of forty-five weeks of instructional time and a minimum of twenty-four credit hours attempted. If a student does not need a course included in the financial aid award or is considering withdrawing from a course, they should call the Financial Aid Office (FAO) immediately.

FINANCIAL AID LEAVE OF ABSENCE (LOA)

If a student cannot take a course for which they have been awarded financial aid because of extenuating circumstances, it is possible for the student to apply for a LOA. The student must write a request for a LOA to the Financial Aid Office which includes the date and course the student will miss, the reason the student will be missing the course, the date the student will return and must be signed by the student. A LOA can be requested only for a course the student

intends to take at a later date and can be for a maximum of 60 calendar days. The student can only be granted one LOA. If the LOA is approved, the financial aid will remain on the student's account and the student will not be charged for the course. The student will take the course at a later date and cannot receive additional financial aid for that course. If the student does not return to class when the approved LOA is over, the financial aid office will have to treat the student as a withdrawal from the last date of class attendance.

SATISFACTORY ACADEMIC PROGRESS

Students receiving financial aid must maintain satisfactory academic progress (see Satisfactory Academic Progress Policy, p. 58). The Registrar's Office will notify the Financial Aid Office (FAO) monthly of any student who has been placed on Academic Probation. The FAO will process a Return of Title IV Funds calculation using the last day of the student's current course as the last date of attendance. All funds the student has not earned will be refunded as dictated by the federal regulations. If the student regains the minimum grade point average required at the end of the probationary period, the student must contact the FAO to re-apply for financial aid.

RETURN OF TITLE IV STUDENT AID

In the event that a student withdraws from a course or the entire program, either formally, through non-attendance or by administrative withdrawal, does not return to the next course after an approved leave of absence, or is not meeting Satisfactory Academic Progress, the FAO is required to process a withdrawal calculation.

All calculations are based on the student's last date of documented class attendance within the student's period of enrollment. A period of enrollment is one half of the financial aid academic year. All awards that include federal Title IV aid will be subject to the federal Return of Title IV Funds calculation. All non-federal funds are subject to the Montreat College refund calculation, except for the North Carolina Legislative Tuition Grant (NCLTG). The NCLTG is always refunded to the state of North Carolina unless the student has completed over 60% of their period of enrollment and has attended through the eligibility date before withdrawing. The NCLTG cannot be prorated based on the length of enrollment. Montreat College has a fair and equitable refund policy, as required under Section 668.22(b)(1) of the federal regulations. The Montreat College refund calculation is equal to the federal calculation but takes into consideration only non-federal forms of aid.

The federal Return of Title IV Funds calculation determines the percentage of the period of enrollment for which the assistance was awarded that the student

actually completed. This figure is used to determine the percentage of the aid the student earned for the period of enrollment. All unearned funds are returned to the proper agencies in the order prescribed by federal and state regulations. These regulations dictate that the college is obligated to apply refunds in the following order: Unsubsidized Stafford Loan; Subsidized Stafford Loan; Federal Perkins Loan; Federal PLUS Loan; Federal Pell Grant; Federal Supplemental Educational Opportunity Grant; Other Title IV, state, private or institutional aid; the student.

The student must pay any charges remaining on the student's account after funds are returned to the proper agencies.

FINANCIAL AID APPEAL COMMITTEE

Any student who wishes to appeal a financial aid decision must do so in writing to:

Dean of Admissions and Financial Aid
Montreat College
PO Box 1267
Montreat, NC 28757

GENERAL STUDENT INFORMATION

CHANGE OF ADDRESS

It is the student's responsibility to notify the Office of Student Services immediately on the event of a change of employment, address, telephone number, or email address.

SEXUAL HARASSMENT POLICY

Sexual harassment in the academic context can occur either within the professor/student relationship or in connection with employment relationships.

Sexual harassment has been defined in the professor/student relationship as follows: "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when grades or educational progress are made contingent upon submission to such conduct, or when the conduct has the purpose or affect of interfering with the individual's academic performance, or of creating an intimidating, hostile, or offensive educational environment." Romantic relationships should be avoided when they occur between faculty member and any student for whom the faculty member has a professional relationship.

The definition of sexual harassment in the employment relationship is similar: "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

The College will not tolerate sexual harassment or ignore complaints of harassment from students, staff, or colleagues.

SMOKING POLICY

Smoking, smokeless tobacco products and alcoholic beverages are not permitted in the classroom.

INCLEMENT WEATHER CANCELLATION POLICY

The College normally makes a decision regarding cancellations by 4:00 p.m. Any student is able to find out if class is canceled on a questionable night by calling the weather line at either the Asheville or Charlotte campus, depending on your class location. For cohort groups serviced by the Asheville campus, call 828-667-5044. When the automated attendant answers, choose option 4. For cohort groups serviced by the Charlotte campus, call 704-357-3390. Ask the receptionist for the weather line at ext. 300, or if you call after 5 p.m., enter ext. 300 when prompted by the automated attendant. Students should plan to attend the next regularly scheduled class meeting unless informed otherwise. Making up a class due to absence when bad weather prevails will be determined by the instructor and the students with guidance from the Director of Student Services and the Director of the Charlotte Campus. (See Class Rep. Responsibilities)

NONACADEMIC GRIEVANCE POLICY

A student wishing to appeal a decision made by the College which directly affects the student, but is not related to academic policy, will follow one of these procedures:

Informal Grievance Procedure:
1. Discuss the grievance with the Director of Student Services.

2. If the grievance remains unresolved, discuss it with the Dean of Adult Education.

3. If circumstances of the grievance prevent using either or both of the above steps, or if the Director or Dean does not resolve the grievance within fifteen (15) working days, the student may discuss the grievance with the Ombudsman, appointed by the President. Upon counsel, recommendation and approval of the Ombudsman, the aggrieved person may be advised to proceed directly to a formal grievance procedure.

The student may request a formal hearing by initiating the following steps:

Formal Grievance Procedure:

1. Request: The student files a written request for a formal grievance hearing with the Ombudsman. The request includes the specific grievance, a description of the incident(s) from which the grievance arises, and the relief being sought.

2. Committee: Upon review of the written grievance, the Ombudsman may ask for additional materials and documentation. After these are provided, the Ombudsman calls a meeting of the Grievance Committee as soon as possible (within fifteen (15) working days of receiving the request). The Ombudsman serves as the Chairperson of this Committee whenever it acts as a formal grievance committee, unless the President directs otherwise. The Ombudsman, however, has no vote in the final decision of the Committee.

3. Hearing: The Committee hears the grievance together with such witnesses as it deems appropriate to the grievance and forwards its recommendations in writing to the Ombudsman within five (5) working days of the close of the hearing. The hearing is closed and confidential.

4. Report: The Grievance Committee makes every reasonable attempt to reach its conclusions and make its recommendations to resolve the matter within fifteen (15) working days of the convening of the Committee, and to present its report to the Ombudsman for review and appropriate actions.

5. Appeal: The decision of the Grievance Committee may be appealed in writing to the President by the aggrieved student, the Director of Student Services, or the Dean of Adult Education within three (3) working days after receiving the decision. With regard to the informal and formal grievance proceedings, the decision of the President is final.

6. Scope: These grievance procedures are in no way intended to limit the rights of students under applicable laws.

7. Retaliation Clause: No employee of the College may make any retaliatory action against any student of the College as a result of that person (1) seeking redress under these procedures, (2) cooperating in an investigation, or (3) otherwise legitimately participating in a proceeding under these procedures. Any violation will be regarded as a separate and distinct grievable matter under these procedures.

FACULTY

The School of Professional and Adult Studies' instructional faculty is made up of full-time Montreat College faculty members as well as adjunct professors. The majority of the faculty chosen for the business programs draw upon their experiences in business as a reference for class discussions. Faculty are chosen carefully and are required to attend an extensive orientation as well as regular training meetings.

THE WRITING CENTER

Students are encouraged to take advantage of the resources provided by the Writing Center, physically located inside the Bell Library computer lab on the Montreat campus, but also virtually available on the Web at **www.montreat.edu/writing.** Students: Has it been a long time since you've written an essay? Our writing consultants can answer your questions about format, grammar, and punctuation, and give you constructive feedback on your writing. Consultants are on duty in the Writing Center Sunday through Thursday, 7:00 p.m.-11:00 p.m., during the traditional academic year, beginning the third week of class and ending the week before final exams. If you are unable to visit the Writing Center in person, electronic and phone consultation are available; see the Web for complete details.

ACADEMIC PROGRAMS

SCHOOL OF PROFESSIONAL AND ADULT STUDIES

The degree completion programs for adult learners offered through Montreat College's School of Professional and Adult Studies are the Associate in Science and Bachelor of Business Administration (BBA) with courses for both general education and the business core. With general education courses, students complete coursework in Bible, writing, humanities, social science, public speaking, mathematics, and science; these courses seek to develop the whole person and to prepare students for successful completion of the BBA and Associate Degree programs.

The School of Professional and Adult Studies (SPAS) courses embrace the development of the adult learner's exposure to human problems and personal values through a well-planned, sequenced curriculum which integrates, *within the curriculum,* increasingly advanced cognitive skills, awareness of self and of others, value clarification, and social and interpersonal skills.

Montreat College School of Professional and Adult Studies currently offers three programs.

The first is the Associate in Science degree program designed for working professionals with zero or some semester hours of college course work. The Associate in Science degree challenges the adult learner to develop knowledge and awareness of human problems and personal values through a well planned, sequenced curriculum which integrates within the curriculum increasingly advanced cognitive skills, awareness of self and others, Christian world and life views, and social and interpersonal skills. Completion of the Associate in Science prepares students to continue into the degree completion program, the Bachelor of Business Administration.

The Bachelor of Business Administration (BBA) program offers adult learners with sixty or more semester hours of college credit the opportunity to complete a degree in approximately twenty-two months. The BBA business core courses embrace the development of the adult learner's exposure to human problems and personal values through a well-planned, sequenced curriculum which integrates,

within the curriculum, increasingly advanced cognitive skills, awareness of self and of others, value clarification, and social and interpersonal skills.

The Master of Business Administration program is designed for working professionals who already hold an undergraduate degree and who seek knowledge that will advance their careers and provide new opportunities for the future.

Students who enroll in the BBA and MBA programs will receive laptop computers supplied by the College's Technology Service Department. The resource fee will be part of the student's tuition charges.

ACADEMIC CALENDAR
SCHOOL OF PROFESSIONAL AND ADULT STUDIES

Class scheduling is not on a traditional September-to-June timetable; it is based on a lock-step program. Throughout the year, applicants begin the program at a designated location and time. Each class is taught using an accelerated format and meets with the professor once a week at the designated location for four hours. Most courses meet for a minimum of five weeks.

In all programs, the student is registered for the entire program. The class schedule will include breaks for holidays and Christmas vacations. Every effort will be made to have each group complete the core program within approximately 22 months.

It is essential that students understand that one-half of their instruction occurs in the classroom, and the other half occurs in the form of reading, writing, group study, research assignments, and on-the-job application in the business world. This outside experience will be shared with their classmates in the form of class discussion, written assignments and the job-related research project. Each cohort of students remains together as a cluster for the entire program.

CURRICULUM

ASSOCIATE IN SCIENCE
SCHOOL OF PROFESSIONAL AND ADULT STUDIES

HD 211	Human Growth and Development	3 credit hours	5 weeks
EN 111	Writing and Research for Adults	3 credit hours	6 weeks
EN 112	Writing and Literary Analysis	3 credit hours	6 weeks

BB 102	Survey of the New Testament	3 credit hours	5 weeks
EN 231	Public Speaking and Presentations	3 credit hours	5 weeks
HS 111	Major Issues in World Civilization	3 credit hours	5 weeks
EN 211	Masterpieces of Literature	3 credit hours	5 weeks
ES 111	An Overview of Environmental Studies	3 credit hours	5 weeks
BB 101	Survey of the Old Testament	3 credit hours	5 weeks
MT 102	Mathematics for Management	3 credit hours	6 weeks
HS 211	Early American History	3 credit hours	5 weeks
AR 111	Art and Aesthetics	3 credit hours	5 weeks
PC 111	Matter and Energy	3 credit hours	5 weeks
PH 202	Modern Christian/Secular World Views	3 credit hours	5 weeks
BS 101	Introduction to Business	3 credit hours	5 weeks
BS 209	Principles of Management	3 credit hours	5 weeks
BS 206	Principles of Accounting	3 credit hours	5 weeks
BS 230	Principles of Marketing	3 credit hours	5 weeks
CS 102	Introduction to Computers	1 credit hour	1 day
MT 122	Elementary Statistics	3 credit hours	6 weeks
HL 103	Executive Fitness	1 credit hour	1 days
BS 103	Introduction to Economics	3 credit hours	5 weeks
	Total:	62 credit hours	104 weeks

BACHELOR OF BUSINESS ADMINISTRATION CORE

SCHOOL OF PROFESSIONAL AND ADULT STUDIES

GE 321	Orientation to Adult Studies	2 credit hours	4 weeks
CS 301	Computer Business Applications	3 credit hours	5 weeks
BS 305	Managerial Communications	3 credit hours	6 weeks
BS 350	Administrative Theory and Org. Behavior	3 credit hours	5 weeks
BS 351	Production and Marketing Economics	3 credit hours	6 weeks
BS 309	Business Ethics	3 credit hours	5 weeks
BS 437	Marketing Management	3 credit hours	5 weeks
BS 352	Financial Accounting Issues	3 credit hours	6 weeks
BS 311	Business Law	3 credit hours	5 weeks
BS 452	Managerial Accounting Issues	3 credit hours	6 weeks
BS 314	Data Analysis for Business	3 credit hours	6 weeks
BS 403	Leadership & Human Res. Mgt.	3 credit hours	5 weeks
BS 320	International Business	3 credit hours	5 weeks
BS 422	Issues in Corporate Finance	3 credit hours	6 weeks
BS 462	Business Strategy and Policy	3 credit hours	5 weeks
PH 461	Philosophy of Faith and Learning	2 credit hours	4 weeks
	Total:	46 credit hours	83 weeks

MASTER OF BUSINESS ADMINISTRATION
SCHOOL OF PROFESSIONAL AND ADULT STUDIES

GE 500	Intro. to Graduate Studies at Montreat College	3 credit hours	6 weeks
BS 535	Analysis of Management Information Systems	3 credit hours	8 weeks
BS 525	Applied Management Theory	3 credit hours	6 weeks
BS 540	Seminar in Marketing Strategies	3 credit hours	6 weeks
BS 545	Current Economic Analysis	3 credit hours	6 weeks
BS 575	Current Issues in Business	3 credit hours	6 weeks
BS 570	Advanced Managerial Accounting	3 credit hours	6 weeks
BS 530	Ethics and the Legal Environment	3 credit hours	6 weeks
BS 560	Quantitative Methods in Business	3 credit hours	6 weeks
BS 550	Financial Management Practices	3 credit hours	6 weeks
BS 565	International Business	3 credit hours	6 weeks
BS 580	Strategic Planning and Research Analysis	3 credit hours	6 weeks
	Total:	36 credit hours	74 weeks

*Some students may need prerequisites for BS570, BS560, BS550, and BS45.

PROGRAM LISTING FOR UNDERGRADUATE STUDIES (PLUS) COURSES

THE PLUS MISSION

The Plus Program strives to provide elective and general education courses that integrate faith and learning by providing quality course work that is consistently informed by a Christian worldview.

THE PLUS PROGRAM

The PLUS Program was developed by Montreat College to assist students in fulfilling their General Education and Elective credits as they pursue their Bachelor's Degree. PLUS courses provide interesting and convenient options and include such subjects as psychology, theology, and language courses.

PLUS courses are offered at times convenient for students already in the School of Professional and Adult Studies as well as community members engaged in full-time employment. Classes may be offered on Saturdays or any evening, Monday through Friday, depending on classroom and instructor availability. Additional fees are required for these courses. **Financial Aid is not offered for these courses.**

BIBLE
BB201 Old Testament Theology
*May be used as Humanities credit.

BB202 New Testament Theology
*May be used as Humanities credit.

HISTORY
HS112 Western Intellectual Tradition
*May be used as Social Science credit.

HUMANITIES
BB306 World Religions

FR101 Elementary French

MS203 Popular Music In the U.S.

MS204 Red, Hot, & Blue: A Look at American Musical Theater

SP101 Elementary Spanish

LITERATURE
EN251 The Writings of C. S. Lewis
*May be used as Humanities credit.

EN252 Shakespeare for Managers
*May be used as Humanities credit.

NATURAL SCIENCE
AT111 Astronomy I

AT112 Astronomy II
*Does not require AT111

SOCIAL SCIENCE
HD307 Leadership & Group Dynamics

PY202 General Psychology

ELECTIVES
BS208 A Random Walk Through the Financial Maze
*Fulfills Accounting Pre-requisite.

BS231 Entrepreneurship

*All of the above courses are 3 credits, 5 weeks except for the 6-week foreign language courses.

DEGREE REQUIREMENTS

GRADUATION REQUIREMENTS FOR ASSOCIATE IN SCIENCE DEGREE:

A total of 60 semester hours to include:

Successful completion of the Associate Degree Core, with a minimum cumulative grade point average of 2.00 on all course work completed through Montreat College.

Satisfaction of General Education Core Requirements as detailed below:

English Composition	6 semester hours
Literature	3 semester hours
Bible (Survey of O.T. and N.T.)	6 semester hours
Math 101 or equivalent	3 semester hours
Social Sciences	9 semester hours
6 hours in History and	
3 hours in Social Sciences	
Humanities	9 semester hours
To be selected from Art,	
Music, Foreign Language,	
Philosophy, Bible, or Humanities	
Natural Science	6 semester hours
TOTAL	42 semester hours

Earn a minimum of 24 semester hours at Montreat College. ***Note: A student who leaves Montreat College with less than 60 hours or less than a 2.0 grade point average may enroll in another institution and transfer back a maximum of 12 semester hours toward a degree at Montreat College.***

In addition to successful completion of the general education requirements, the student must successfully complete the following additional course or competency requirements for the Associate in Science degree.

- 3 additional semester hours in a Social Science (a total of 12 hours required)

• 3 additional semester hours in a Math 101 or higher (a total of 6 hours required)
• Must demonstrate computer competency by either previous course work or by successful completion of CS 102, Introduction to Computers, in the associate degree curriculum
• Must have a health or physical education course or waiver by the Dean of Adult Education

If additional semester hours are required to reach the minimum of 60 semester hours or to fulfill general education requirements, they may be obtained in the following ways:

• Additional Montreat College courses
• Montreat College PLUS courses
• Traditional college courses from the regionally accredited institutions
• Montreat College "Credit for Prior Learning" portfolio credits
• Standardized examinations-CLEP/PEP/USAFI/DANTES
• Montreat College divisional and departmental proficiency testing
• Correspondence courses from a regionally accredited institution (maximum of 9 semester hours)

AREA KNOWLEDGE COMPETENCY

In addition, in order to be graduated from either the BBA or Associate Degree programs, each student must demonstrate competency in the following specific areas: mathematical computation, oral expression, reading, writing and computer skills. Competency in these areas may be demonstrated as follows:

Mathematical Computation Competency
Mathematical computation competency may be demonstrated on one of the following three ways:
a) Grade of "C" or better in Math 101 or above.
OR
b) Passing a math test covering material in any Mathematics 101 course or above.
OR
c) Appropriate placement scores.

Oral Communications Competency
The purpose of this competency is to prepare graduates who can demonstrate skill in oral communication. Specifically, students will give extemporaneous oral presentations that either inform or persuade. Competency will be achieved when students demonstrate - in the context of oral presentations - clarity of thought, originality of ideas, organization techniques, appropriate diction,

critical thinking, supporting strategies, and effective delivery. In order for students to be graduated with an associate or baccalaureate degree, they must meet one of the oral competency requirements as follows:
a) Grade of "C" or above in English 231 (Principles of Speech or equivalent).
OR
b) Give three satisfactory oral presentations (minimum of five minutes each) according to guidelines established by the English Department. The instrument for evaluating these oral presentations is developed by the English Department and housed with the Registrar's Office.

Reading Competency
Reading competency may be demonstrated in one of the following two ways:
a) Grade of "C" or above in a literature course (EN 211 or equivalent).
OR
b) Appropriate placement scores

Writing Competency
Writing competency may be demonstrated in one of the following three ways:
a) Grades of "C" or above in both English 111 and 112 or equivalent.
OR
b) Appropriate CLEP or APP scores.
OR
c) Passing a writing test based on a review of writing assignments, including a research component.

Computer Skills Competency
Normally prior to completing 60 credit hours, all students must demonstrate computer literacy in one of the following ways:
a) Successful completion of Computer Science 102 or the equivalent with a grade of "C" or better.
OR
b) Successful completion of the Computer Competency Examination.
OR
c) Transfer credit received for successful completion of a comparable course taken at another college or university.

Students who have taken computer course work/training via office need to submit training information to the Coordinator of Corporate Articulation and Non-Collegiate Credit for PLA assessment. Please see PLA assessment on pages 18-22.

GRADUATION REQUIREMENTS FOR BBA DEGREE

A total of 126 semester hours to include:

Successful completion of the BBA Business Core, with a minimum cumulative grade point average of 2.00 on all course work completed through Montreat College.

Satisfaction of General Education Core Requirements as detailed below:

English Composition	6 semester hours
Literature	3 semester hours
Bible (Survey of O.T. and N.T.)	6 semester hours
Math 101 or equivalent	3 semester hours
Social Sciences	9 semester hours
6 hours in History and 3 hours in Social Sciences	
Humanities	9 semester hours
To be selected from Art, Music, Foreign Language, Philosophy, Bible, or Humanities	
Natural Science	6 semester hours
Philosophy of Faith & Learning Seminar (part of BBA core)	2 semester hours
TOTAL	44 semester hours

PLEASE NOTE: BS 352-Financial Accounting Issues, in the BBA core, requires a prerequisite of a lower level accounting class PRIOR to the start of the BS 352 course. This prerequisite must be met by showing proof of successful completion (C- or better) on an official transcript submitted to the Registrar's Office from another regionally accredited institution OR by successfully completing either the BS 206-Principles of Accounting in the SPAS Associate's Degree program or BS 208-A Random Walk Through the Financial Maze in the Montreat College PLUS program. In addition to serving to fulfill the prerequisite, either course will offer 3 credit hours in general electives to be applied toward the total of 126 hours required to graduate.

If additional semester hours are required to reach 126 semester hours or to fulfill general education requirements, they may be obtained in the following ways:

- Additional Montreat College courses
- Montreat College PLUS courses
- Traditional college courses from regionally accredited institutions
- Montreat College "Credit for Prior Learning" portfolio credits

• Standardized examinations-CLEP/PEP/USAFI/DANTES
• Montreat College divisional and departmental proficiency testing
• Correspondence courses from a regionally accredited institution (maximum of 9 semester hours)

Additional Requirements:

• Major Field Achievement Test - Business, and Institutional Comprehensive exam. The student must score 150 out of 200 points on the Major Field Achievement Test (MFAT) in order to graduate. This exam should be taken close to the end of the BBA program but no later than the last class meeting of the final course in the curriculum. The student should be aware of the earliest possible graduation date based on the limited times the MFAT is graded during the year. If the student fails to score at least 150 on the MFAT, the student will be allowed to repeat the exam at his/her own expense. The result of the MFAT exam will be listed on the student's official transcript.
• Successful completion of BBA Academic Journal. Due 2 weeks after the last core class.
• Payment of all tuition and fees.
• A minimum of 39 semester hours of BBA business core must be completed through instruction at Montreat College either at the main campus or at an off-campus site.
• Demonstration of area knowledge competency in mathematical computation, oral expression, reading, and writing, and writing as described above.

GRADUATION REQUIREMENTS FOR MBA DEGREE

1. Completion of all undergraduate prerequisites.
2. Completion of all graduate work at Montreat College.
3. Satisfactory scores on the MBA comprehensive examination.
4. A cumulative GPA of 3.0.
5. Graduate course work must be completed within five years of the date of admission into the Master of Business Administration program.
6. Payment of all tuition and fees.
7. Approval of the faculty.
8. Successful completion of a group research project. An important part of the MBA degree from Montreat College is business research. In GE 500, Introduction to Graduate Studies, students will investigate various aspects of graduate research and write a proposal on the research project they will be doing as a requirement for the MBA degree. Complete information about the research project will be covered in the GE 500 course. Students should understand that a graduate degree involves substantially more research than an undergraduate degree.

ACADEMIC POLICIES

RIGHTS RESERVED BY THE COLLEGE

The college reserves the right to add or delete courses, to change academic policies, practices, and requirements or to alter the *Catalog* at any time. The college reserves the right to make classes with fewer than 7 students enrolled into small group/directed study courses.

It is the routine policy of the college to make public certain information about its students. In compliance with the Family Educational Rights and Privacy Act (P.L. #93-380), Montreat College will continue the policy of releasing directory information defined by the Act to include the following categories of information: student's name, address, telephone listing, date and place of birth, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received, and the most recent previous educational agency or institute attended by the student.

Students who do not wish to have any or all of such directory information released without their prior consent must notify the Registrar of this fact in a signed and dated statement specifying items not to be published. This notice must be received by the Registrar within five days after the beginning of the session of first enrollment.

To facilitate campus communication, Montreat College publishes an in-house roster of students. The college reserves the right to exclude from the college any student whose academic work is unsatisfactory, whose character and morals are not consistent with the ideals of the college, or whose influence is detrimental to the spirit of the college.

By accepting admission into the college, a student is agreeing to abide by all official regulations of the college including those published in this *Catalog*. While this *Catalog* presents policies and programs as accurately as possible as of the date of publication, the college reserves the right to make such changes as future circumstances may require.

ACADEMIC ADVISING

All students are advised by Student Services before starting any program. All Associate and Bachelor level students will be scheduled for mid-program advising through Student Services. Bachelor level students are required to submit the first half of the BBA journal at that time. MBA students have an optional mid-program advising and can arrange an appointment through Student Services.

REGISTRATION PROCEDURES

REGISTRATION FOR ADDITIONAL COURSES

All students are automatically pre-registered for all courses in their program. Any additional courses, either from the SPAS schedule or courses from other groups, must be registered by completing the SPAS Registration Form. All registrations must be approved by the Director of Student Services and the Accounting Office. If students decide not to take a course for which they registered, they must officially withdraw from that course; failure to follow the withdrawal procedure will result in a grade of "F" for that course and they will be charged for that course.

REGISTERING FOR PLUS PROGRAM COURSES

PLUS courses can fulfill either elective course requirements or general education requirements for SPAS students' graduation requirements. Normally PLUS courses do not have prerequisite requirements. To register for a PLUS course, fill out a PLUS Course Registration Form and send the form with payment to the Coordinator of the PLUS Program. The PLUS program is a non-degree seeking program. All courses must be paid for in advance to register. Various curriculum courses will be constantly added to the course offerings within the PLUS program.

ENROLLING IN TWO COURSES SIMULTANEOUSLY

A student may enroll in additional course(s) while enrolled full-time or part-time within an accelerated program. Students need to pre-register for courses via the registration form, and submit the form to Student Services and

Accounting for approval at least three weeks before the course begins. The Director of Student Services will make the final decision regarding dual-course enrollment. Additional financial aid is not available for a dual course.

It is recommended that students not dual enroll more than 3 times during the program. Student Services will strongly discourage students from dual enrolling while in BS 422 and BS 462 in the BBA program.

Only under extraordinary circumstances may a student enroll in two BBA core courses during a given term. Contact the Director of Student Services for further information.

CHANGING CORE GROUPS

If a student changes cohorts, the student must submit the change of cohort form to the Student Services office in a timely manner. Please note that this will affect financial aid. The student should contact Financial Aid before making a decision regarding change of cohorts. A change of cohort form submitted after a course start date will be treated in the same manner as a late withdrawal from course.

WITHDRAWAL FROM COURSE

Emergencies may arise which make course withdrawal necessary. However, once a full-time student starts a program, he/she must complete the courses included in the financial aid academic year or it will jeopardize their financial aid. You must contact the Financial Aid Office and Student Services if you plan to withdraw from a course.

Students withdrawing from any course will need to follow withdrawal procedures by filing a Course Withdrawal Form with Student Services. Timing is important because withdrawal is official on the date the form is signed by Student Services. The form should be completed at least two weeks before the class begins. This allows the College time to make textbook and course list adjustments, as well as time to contact students who are on a waiting list to get into the course. A telephone call will not suffice for notification of withdrawal. If students do not follow the correct withdrawal procedures, they will be charged for the course and receive a grade of "F" for the course.

A student can withdraw from a course through the third class meeting of a course and receive a grade of "W," provided the student has properly withdrawn from the course. Any student withdrawing after the third night of the course will receive a grade of "WF."

In the School of Professional and Adult Studies program all students are automatically pre-registered for all courses in their core program. If a student withdraws from a course after the first class meeting, the student will be charged 10% of the cost of the course and will be charged for the books and resource fee. If a student withdraws after the second class meeting, the student will be charged the full amount of the course, plus the books and resource fee for the course.

The above policy is also in effect for students not attending a course who have not withdrawn properly.

TEXTBOOKS AND COURSE MATERIALS

Books and materials are delivered to the students at the respective class site on the last night of each previous sequenced course if fee payments have been completed in accordance with the payment policies of Montreat College. If a student is absent from any session during which materials are delivered, it is the student's responsibility to contact the Coordinator of Program Services or Charlotte Campus Coordinator to make other arrangements. The School of Professional and Adult Studies does not buy back any books or materials. Students may contact any college bookstore and take their books to that college bookstore's book buy-back day to sell their books.

CLASS ATTENDANCE

Because a large portion of the learning in the SPAS programs occurs in class, students are expected to attend and arrive on time for all classes. If a student misses a class, he or she must inform the instructor prior to class and arrange for makeup of class requirements. If a student misses two classes, he/she is in jeopardy of failing that course. If prior arrangements have been made with the professor, the student may be able to pass the course; at a minimum the absence may lead to the student's final grade being automatically lowered one letter grade. In addition, if a student misses three class sessions of a course, the student cannot successfully complete the course and must withdraw from the course, following official withdrawal procedures, and repeat that course. If a student stops attending a course and does not officially withdraw from the course, the course grade will automatically be made an "F" and the student will be charged for the course.

Note: Individual faculty have the right to establish specific guidelines pertaining to attendance and its effect on student grades.

GRADING SYSTEM

The following grade point system is used by Montreat College:

A	4.00
A-	3.66
B+	3.33
B	3.00
B-	2.66
C+	2.33
C	2.00
C-	1.66
D+	1.33
D	1.00
D-	0.66
F	0.00

I — Indicates incomplete work.
W — Indicates withdrawal.
WF— Indicates withdrawal after official withdrawal deadline, with a failing grade given.
X— Indicates a course which has been audited and which attendance requirements have been met.

Note Concerning Grading System:

1. "WF" will become automatic unless the Academic Affairs Committee rules otherwise. A course in which the student has earned a grade of "WF" is counted when computing overall GPA.
2. All grades are final three months after the date of issuance.
3. If a course grade of "F" has been incurred prior to withdrawal, it will not be removed by withdrawal from the course or from the college.
4. Incomplete Grades (Please see section below).

Only in extraordinary circumstances may recorded grades be changed. Contact the Director of Student Services for further information.

INCOMPLETE GRADES

A grade of "I" (Incomplete) will be assigned only if proper arrangements have been made with the instructor prior to the end of the course. A "Contract for an Incomplete" (see Office of Student Services) must be filed by the professor at the time grades are submitted. This contract must be signed by the student and the instructor; however, if the student is only able to contact the instructor by phone, the instructor may indicate this and sign for both. If proper contact has not been made, the instructor will assign the grade that would be earned without completion of the outstanding course requirements.

Once the grade of "I" has been assigned, there is a three-month time limit (maximum) for completion of all outstanding requirements. If all course requirements are not completed within the assigned time limit, the "I" will automatically become an "F" and will be recorded on the transcript. If the student withdraws from the program, an "I" becomes an "F" and will be recorded on the transcript. A student cannot have more than one outstanding incomplete grade.

GRADE POINT AVERAGE

The grade point average each semester is computed by dividing the total number of quality points earned by the total number of hours attempted. Courses with a notation of "W" will not be counted as hours attempted in computing grade point average; grades of "F," and "WF," will be counted as hours attempted. No quality points are assigned for grades of "F," "WF," "W," or "X." Cumulative grade point average is computed on all courses taken.

CLASSIFICATION OF STUDENTS

At the beginning of each term, all students are officially classified by the Registrar. Class standing is based on the following:

	Term Hours Earned	Required Cumulative GPA
Freshman	0-29	1.75
Sophomore	30-59	2.00
Junior	60-89	2.00
Senior	90+	2.00

First Time Freshmen: New students who have no college credits prior to the immediately previous summer sessions, or who have only college credits taken while as a high school student.

Transfer: A student who after high school graduation and prior to the immediately previous term has been enrolled in another postsecondary institution before enrolling at Montreat College.

Readmission: A student readmitted to the same program level of instruction after an absence of one or more regular sessions.

HONORS

Graduation with Honors:
For undergraduate students in the School of Professional and Adult Studies to graduate with honors, they must meet one of these criteria:

1. Earn at least 45 credit hours at Montreat College and a cumulative GPA (including hours earned at Montreat College and other schools) of:

3.85–4.00	Summa Cum Laude
3.70–3.84	Magna Cum Laude
3.50–3.69	Cum Laude

2. Earn at least 60 credit hours at Montreat College with a GPA (only those hours earned at Montreat College) of:

3.85–4.00	Summa Cum Laude
3.70–3.84	Magna Cum Laude
3.50–3.69	Cum Laude

3. Earn between 45 and 59 credit hours at Montreat College with a GPA (only those hours earned at Montreat College) of:

3.75–4.00	With Distinction

Scholarship Pins, the highest academic award at Montreat College, are awarded annually to those students who have met the Scholarship Certificate requirements for three years.

Scholarship Certificates are awarded each year to those students who have met "The Distinguished Scholars' List" or "The Dean's List" requirements for three consecutive terms.

The Distinguished Scholars' List is made up of those students who, during the previous term have met the following requirements: (1) received a grade point

average of 3.90 or above on academic work; (2) taken at least nine hours of academic work; (3) received no grade of "I," "F," "WF"; (4) maintained a satisfactory citizenship record.

The Dean's List is made up of those students who, during the previous term have met the following requirements: (1) received a grade point average of between 3.50 and 3.89 on academic work; (2) taken at least nine hours of academic work; (3) received no grade of "I," "F," "WF"; (4) maintained a satisfactory citizenship record.

Who's Who Among Students in American Universities and Colleges representatives are selected according to scholarship ability, participation and leadership in academic and extracurricular activities, citizenship, service to the school, and potential for future achievement.

GRADE REPORTS AND TRANSCRIPTS

At the end of each course, the instructor submits grades for each student to the SPAS office. Grades are sent to the Registrar's Office where they are recorded and distributed to the student. Payments must be up to date in order for grades to be issued. Students who require a duplicate grade must request an official transcript.

Requests for transcripts of course work at Montreat must conform with the Privacy Act of 1974. This requires that all transcript requests be submitted in writing and be signed by the student. Due to the 1974 Privacy Act, grades cannot be given out over the telephone by any Montreat staff member.

There is a $2.00 fee for each transcript requested. The fee must accompany the written request.

Course work taken at other institutions while attending Montreat College to be transferred toward a degree must be included in an official transcript from that institution in order to receive documented credit.

Please have the official transcripts sent to:

Registrar's Office
Montreat College
P.O. Box 1267
Montreat, NC 28757

WITHDRAWAL FROM THE PROGRAM

Students wishing to withdraw from the entire SPAS program must follow withdrawal procedures and file an official Program Withdrawal Form with Student Services. An exit interview with the Dean of Adult Education should be scheduled to determine why the student is dropping the program and when the student plans to return to Montreat College. For courses in progress, a "W" (withdrawal), will be recorded on the transcript when formal withdrawal is made before the last half of the class. If a student withdraws after that time, and has failed to meet minimum requirements for passing that particular course, the grade for that course will be recorded as "F."

Non-payment of fees will result in withdrawal from the program. Upon withdrawing from the program, BBA and MBA students must return their laptop computers within three business days from withdrawing or make arrangement for purchase once all accounts are settled.

RE-ENTRY INTO PROGRAM AFTER WITHDRAWAL

A student who decides to withdraw from the MBA, BBA or Associate Degree program, may wish to rejoin at a future date. To rejoin, the student must contact Student Services to discuss the situation. Please remember that if the program requirements and costs change between the time you withdraw and rejoin, you will need to follow the new requirements and fees. Financial Aid eligibility may have been used. Contact the Financial Aid Office for further clarification. Before a student can reenter the program after withdrawal, reentrance to the program must be approved by Student Services, the Registrar, the Financial Aid Office, and the Accounting Office.

When a student plans on reentering the AS, BBA or MBA program, the Student Accounts office must first determine that the student has no outstanding debt owed to Montreat College for tuition, books, and resource fees (including the laptop computer).

If it is determined that the student has an outstanding debt, the debt must be paid in full by the student from personal resources prior to reentering the program. The student must then pay for the first two courses or, at a minimum, borrow enough financial aid to cover the first two courses. Please note that financial aid is typically disbursed in two halves during an award year.

If the Accounting office determines that the student has no outstanding debt and the student turned in the laptop prior to withdrawal, Student Services and Computer Services will determine if the laptop used by the student in the past is available and still meets the current specifications of the program. If this is the case, the student will be given the original laptop and the resource fee (computer fee) and will be brought current with the cohort joined upon reentry. In addition, the student must then pay for the first two courses or, at a minimum, borrow enough financial aid to cover the resulting balance. Please note that financial aid is typically disbursed in two halves during an award year.

If it is determined that the laptop is not available and/or does not meet current specification requirements, the student will be required to purchase a new laptop computer upon reentry. The student will be given a new laptop and the resource fee (computer fee) will be brought current with the cohort joined upon reentry. In addition, the student must then pay for the first two courses or, at a minimum, borrow enough financial aid to cover the resulting balance. Please note that financial aid is typically disbursed in two halves during an award year.

ACADEMIC HONESTY

All material submitted by a student as a part of any examination or assignment, in or out of class, is expected to be the actual work of that student, unless it is properly documented as the work of someone else. A student who is found guilty of cheating, plagiarism or any form of dishonesty in academic work will be evaluated accordingly by the Dean of Adult Education and Vice President and Dean of Academics and may be suspended or dismissed from the college. A written statement relating to the incident and any action taken will be placed in the student's record. The student is given a copy and has the right to add a statement to his/her record.

ACADEMIC INTEGRITY POLICY

a. Definition of Academic Dishonesty

Academic Dishonesty, such as cheating on tests and plagiarizing essays, violates the fundamental trust underlying all academic work: that the work be the product of the student who submitted it. Montreat College defines Academic Dishonesty as the representation of another's words, ideas, or images as one's own. It applies equally to intentional and unintentional quotations, paraphrases, visual images, auditory images, and all electronic means of storage and communication. Academic Dishonesty results in these disciplines and punishments.

b. Discipline of Academic Dishonesty

When professors suspect students of academic dishonesty, they will confront the students with their charges in writing. The only possible disciplinarian actions are, (1) a "zero" for the assignment, or (2) an "F" for the course. Students may choose to admit their guilt of Academic Dishonesty and waive a hearing. This involves signing the Academic Dishonesty Notice outlining the disciplinary action. The Academic Dishonesty Notice will then be put on file in the registrar's office. Students who do not agree to the professor's charges must appear before a panel of faculty members appointed by the Vice President and Dean of Academics on charges of academic dishonesty. During the intervening period, students must continue to attend class.

The panel will convene a hearing with the student and the professor at which the faculty member will explain the student's alleged violation. Students may choose to counter with evidence of their innocence or may admit their guilt.

c. Punishment of Academic Dishonesty

If the panel indicates, by simple majority vote, that the student has been dishonest, the panel must fail the student for the entire course. The registrar will notify the student in writing that a failing grade, with a notation that it was received for academic dishonesty, has been entered into the student's record, even if the infraction occurs before the semester's official withdrawal date. Students may remove the "F" itself, and enjoy a recalculation of their grade point average by successfully retaking the course, but the dishonesty notation will remain until students apply to the Vice President and Dean of Academics to have it removed following their graduation. Two incidents of academic dishonesty will result in a student's suspension from the College. The student will not be eligible to reapply to Montreat College for at least two years after suspension. If the panel finds the student not guilty of academic dishonesty, it will notify both the student and faculty member; the case will be dropped.

d. Exoneration of Academic Dishonesty

If exonerating evidence becomes available in the five business days following the registrar's notification, students may appeal to the Academic Affairs committee. Students must remain in the class and work toward its successful completion during the appeal process.

e. After hearing evidence presented by both the professor and the student, the Academic Affairs committee may affirm or overturn the panel's decision to discipline the student for academic dishonesty. The committee will write to the professor and student its decision.

ASSIGNMENT FORMAT AND STANDARDS

All papers, projects and homework assignments are to be word processed or typed and presented in the APA (American Psychological Association) format. In some cases MLA (Modern Language Association) format will be required for humanities courses. Other assignment specifications will be given by individual faculty members. It is the students' responsibility to give credit for words and/or ideas not their own.

ACADEMIC PROGRESS POLICY

Full-time undergraduate students are meeting satisfactory academic progress if they maintain a cumulative grade point average (GPA) of 2.0 and are progressing towards a degree. Any student who drops below the required GPA will be placed on Academic Probation for three courses. Students on Academic Probation are not eligible for Financial Aid. Students who have not regained the minimum GPA requirement at the end of their probationary period will be placed on Academic Suspension for a minimum of one year.

Full-time graduate students are meeting satisfactory academic progress if they earn a "B-" or higher grade for each course. If a student makes two grades of "C" or lower, the student is automatically suspended from the program.

The Director of Student Services will handle appeals or exceptions to suspension on an individual basis. To regain admission to the college after a suspension, the student must formally reapply for admission and should make explanation for the scholastic deficiencies, the manner in which the intervening time has been spent, and why the applicant should be given favorable consideration for readmission. The admissions file will be reviewed by the Monteat College SPAS Admissions and Retention Committee and a decision reached regarding readmission.

STUDY GROUPS

The foundation of the SPAS educational philosophy and practice is the recognition of the distinction between the younger college student and the student who has assumed the adult responsibilities of self-determination, financial independence, and professional development. The focus of the program is on two critical learning objectives. The first of these is shared participant responsibility for self-directed learning and small group dynamics. Professional and personal growth require that individuals develop the skills necessary to manage their own learning.

The second objective is to develop the interpersonal skills necessary for effective participation in groups. Study groups are an integrated part of the Montreat educational model. The groups are comprised normally of three to five students each and meet four hours a week outside of class. Study groups function as mutual support mechanisms through which students can learn more efficient problem solving from the professional expertise of peers.

Although study groups are intended for outside-class activity, many teachers design their in-class activities to include study group participation. Study groups will also increase involvement in the course and class work, enthusiasm and the pursuit of topics to a more advanced level. Students comment on the benefits of small group work and point out that the process of working in a small group, in both supervised and unsupervised settings, teaches them critical skills including group decision making, how to disagree without being destructive, encouragement of new ideas, and how to include all members in a discussion.

Study groups in the School of Professional and Adult Studies are not optional. Students are required to meet four hours a week with their respective study groups for the duration of the program.

DUTIES AND RESPONSIBILITIES OF THE CLASS REPRESENTATIVE

Every group of Montreat College students will have a class representative. The class representative provides a communication link between Montreat College and the class members. A class representative is elected by each class during the first course. A new class representative will be elected at the end of each term. The representative's duties and responsibilities include but are not limited to:

1. Serving as spokesperson for the group to maintain a constructive dialogue with the college;
2. Distributing memos and information from the College office to class members;
3. Collecting and returning immediately the end-of-course surveys to Academic Services in the self addressed stamped envelope provided;
4. Ensuring that the classroom is in satisfactory condition at the end of each class meeting;
5. Assisting the class in organizing social events as appropriate;
6. Assisting new instructors in making a smooth transition when beginning a new class;

7. Attending periodic meetings as scheduled or ensuring another representative from the cohort attends the meeting if the class representative is unable to attend;
8. Developing and coordinating the use of the telephone calling chain for informing students of important information such as inclement weather closings (see inclement weather);
9. Assisting in other program-related matters such as:

a) Contacting the Coordinator of Program Services or Coordinator of Charlotte Campus regarding problems with the delivery of materials or classroom equipment problems.

b) Ensuring that the absent students are contacted regarding materials delivered and arranging for pickup.

c) Returning to the Coordinator of Program Services or Coordinator of Charlotte Campus extra materials delivered to the group.

GRADUATION INFORMATION

APPLICATION FOR GRADUATION

All students are required to submit an application for graduation to Student Services at the beginning of the term in which they expect to receive a degree. Students need to apply for graduation early in order to allow for proper evaluation of records and for timely preparation for the ceremonies.

Applications for graduation will be accepted NO LATER THAN October 1st for December graduation, March 1st for the May commencement, and June 1st for August graduation. While these dates are "the latest" accepted, earlier applications are encouraged. Students can graduate in August if they wish; there is no ceremony or reception for August graduates. Diplomas will be mailed to August graduates 4 to 6 weeks after August 31.

REQUIREMENTS

To qualify for graduation, students must account for all requirements for their degree. For the May commencement ceremony, all requirements and all documentation for the degree must be received by the Registrar's Office at Montreat College by April 30. (For May graduation, all information relative to requests for PLA must be received by March 1.) This includes making up incomplete grades as well as having official transcripts received by the Registrar's Office if courses have been taken elsewhere. For December graduation, all documentation must be received by the Registrar's Office by the

23rd of December. (For December graduation, all information relative to requests for PLA must be received by October 1.) In order to graduate in August, all graduation requirements must be completed and received by the Registrar's Office by August 31. (For August graduation, all information relative to requests for PLA must be received by June 1.) Fees will be assessed by the Registrar's Office to re-order a diploma. Please note that these deadlines are strictly enforced; any student with incomplete graduation documentation by the deadline will move the prospective graduate automatically to the next graduation date.

Commencement ceremonies are for associate, baccalaureate and master degree graduates, and all students receiving diplomas are expected to be present. A fee of $5.00 will be charged for any diplomas which have to be mailed to graduates who are not present. Graduates may purchase caps and gowns, invitations, and other graduation supplies through the Campus Store. Only students who have completed all requirements for graduation will be permitted to participate in commencement ceremonies.

ACADEMIC GRIEVANCES: STUDENT'S RIGHT TO APPEAL GRADES

1. A student wishing to appeal any academic decision which directly affects the student should appeal to the faculty member or administrator making the decision.
2. If not satisfied, an appeal may be made in writing within two weeks to the Academic Affairs Committee which will provide a written response with in two weeks.
3. If not satisfied, an appeal may be made in writing within seven days to the Dean of Adult Education. A written response will be returned within seven days.
4. Final appeal may be made directly to the Vice President and Dean of Academics in writing within seven days of the decision by the Academic Affairs Committee. A written response will be returned within seven days.

BBA ACADEMIC JOURNALS

Each student in the BBA Core curriculum will be expected to keep an academic journal of his/her learning for each class session. The journals from each course will be compiled and submitted for approval at both the mid-program advising for the first half of the curriculum and at the end prior to graduating from the BBA Program. It should be noted that the journal

submission at the mid-program advising will cover entries through BS 352-Financial Accounting Issues. The student will receive a grade of "S" for satisfactory progress toward the completion of the first half of their journal or will receive a grade of "U" for unsatisfactory progress. This grade will be reflected in the student's permanent transcript but will not affect the G.P.A. Additional information will be provided in GE 321, Orientation to Adult Learning Course. Completion of the BBA Academic Journal is required for graduation, and the completed journal is to be submitted two weeks after the last class meeting of the BBA core curriculum. Students unable to meet the BBA journal deadline must request in writing an extension from the Dean of Adult Education.

The BBA Academic Journal is a partial fulfillment of the BBA degree requirements. After the student reviews the instructions regarding the journal and submits the journal within two weeks after the last class meeting of the BBA core curriculum, the following steps will take place.

1. The journal will be read and corrected by one of the SPAS instructors;
2. It will be returned for revision;
3. After revisions, the student must return two copies of the final journal; (Also include the original copy showing all needed corrections so that we may compare the original with the final version.);
4. If the suggested revisions have not been made, the journal will be returned a second time. This process will continue until a final journal is submitted that meets all of the BBA Journal standards. (Note: a journal should not be just a summary of the module or the text; it should be a record of what students have learned from each course.);
5. When the final copy that meets all standards is submitted, the Dean of Adult Education will sign and return one copy of the journal to the student. (The other copy will remain on file in the Dean's office.);
6. The Registrar's Office will then release the diploma if all the steps have been taken by the student in preparation for graduation and all fees have been paid.

PROGRAM EVALUATION

In addition to the ongoing course-by-course student evaluations, graduates will be asked to evaluate the Montreat College program via exit interviews, exams and later graduates' follow-up evaluation done at three-year intervals. Employers are also asked to participate in this evaluation. Information obtained from these evaluations helps the faculty make decisions about modifications in the program.

LEARNING RESOURCES/ TECHNOLOGY SERVICES

GENERAL INFORMATION

L. Nelson Bell Library (Montreat Campus)

Hours:	Sunday	2:00 p.m. - 11:00 p.m.
	Mon-Thurs	8:00 a.m. - 11:00 p.m.
	Friday	8:00 a.m. - 5:00 p.m.
	Saturday	1:00 p.m. - 5:00 p.m.
	(Hours during holidays will be posted.)	

Address: P.O. Box 1297, Montreat College, Montreat, NC 28757

Web Site: http://www.montreat.edu/library/spas.htm

Telephone: 1-800-496-7727 (Bell Library)
(828) 669-8012, ext. 3504 (Bell Library)

1-800-436-2777 (Charlotte Campus)
(704) 357-3390, ext. 114 (Charlotte Campus)
(828) 667-5044 (Asheville Campus)

Fax: (828) 669-1552 (Bell Library)

(828) 667-9079 (Asheville Campus)
(704) 357-0176 (Charlotte Campus)

Library Staff:

Elizabeth Pearson, Library Director (epearson@montreat.edu)
Judi Bugniazet, Associate Library Director (jbugniazet@montreat.edu)
Lynn Holman, Library Services Manager (lholman@montreat.edu)
David Caldwell, Media Technology Coordinator, Asheville SPAS Liaisons (dcaldwell@montreat.edu)
Erik Chuprevich, Charlotte S.P.A.S. Liaison (echuprevich@montreat.edu)

INTRODUCTION TO LIBRARY SERVICES

We are living in what is often called the "information age". Indeed the amount of information we each have to assimilate in our daily lives can be overwhelming. Our ability to access and use that information is critical to our effectiveness as citizens, family members, and managers. Certainly it is vital to our success in the classroom and in the workplace. One of the main functions of the library is to organize and provide access to the vast quantity of information available. As an adult learner in the School of Professional and Adult Studies, you will be expected to analyze trends, prepare case studies, write reports and complete research projects. Libraries will be an important resource in providing the information needed to complete those assignments.

All of the services of the Montreat College Library are available to those affiliated with the School of Professional and Adult Studies. Core collections of books and periodicals are available at the Asheville and Charlotte sites. The online catalog can be searched on the Internet. Electronic services, such as NC LIVE and JSTOR, offer convenient access to the journal literature. Internet access is available from computers in the libraries at the Asheville and Charlotte campuses.

The library staff provides interlibrary loan and document delivery services. In addition, agreements with area libraries have been established to assure your access to library resources. A toll-free telephone line is available to expedite your requests. Library books checked out from Montreat College may be renewed by phone for your convenience. Library staff members are designated as liaisons to the Asheville and Charlotte sites to provide individual assistance and orientation to library services.

SELECTING A LIBRARY

There are several different types of libraries, each serving a different purpose. Most libraries fall within one of these categories: public, academic, or special. Each type of library has its function and any one may serve your purposes depending upon your needs at the time. When selecting a library to use, it is important to keep these distinctions in mind. The strength of the collection in your area of interest is more important than the total size of the library.

PUBLIC LIBRARIES

Public libraries serve the entire population of a geograhic region. They are frequently part of a network of libraries and may have branches at locations throughout the region served. Collections usually provide general coverage of all topics and in-depth coverage of a few. Reference materials and periodicals of a general nature and on a broad range of subjects are available. Public libraries serving metropolitan areas usually have strong business collections. You can expect to find basic reference materials, including company and city directories, financial manuals, statistical sources, and tax and legal information. For in-depth research and specialized resources, however, an academic library would be an appropriate choice.

ACADEMIC LIBRARIES

Academic libraries support the educational programs of the institutions with which they are affiliated. Academic libraries are found in colleges, universities, and community colleges. The quantity and diversity of the materials in the collection will vary according to the size and purpose of the institution. Research materials and extensive files of journal holdings are available for in-depth study of specific topics. Additionally, many indexes, abstracts, and reference sources may be available through computer databases. Many academic libraries have online catalogs which may be accessible from home or office computers. An online catalog is a computer based catalog in which you search author, title, and subject records on a computer instead of cards in a traditional card catalog. Personnel with advanced degrees in subject specialties may be available to provide reference service. Large university libraries, for example, may have reference librarians who specialize in the United States and international business and who can assist in answering questions, locating information, and advising on research strategies.

SPECIAL LIBRARIES

Special libraries comprise a variety of libraries which serve clienteles with specific needs. These libraries include, but are not limited to, those found in hospitals and medical facilities, businesses and industries, government agencies, corporations, museums, and special agencies. Because these libraries serve special interests, their collections are good sources of highly specialized information. Special libraries are usually located in public agencies and private corporations. Access and borrowing privileges may be restricted. Hours of service and collection size are usually limited. The company library is

one type of special library which serves the specific needs of a company or business. The collection will provide in-depth information on topics of concern to the organization. These libraries may not be open to the general public.

GETTING ACQUAINTED WITH THE LIBRARY

If you are using an unfamiliar library for the first time or using a library after a lapse of several years, you will need to establish your user privileges and determine the physical layout and location of the basic sections of the library. You will probably discover many changes due to technological advances.

Libraries vary in the borrowing privileges afforded users. There may be fees for library cards and restrictions on the number of items that can be checked out. Borrowing privileges may be limited to patrons who are residents of a particular city, county, or region. You can obtain information regarding borrowing privileges at the circulation or information desk. While at the desk, check for any brochures the library has on display. They may indicate operating hours, special collections and services. Some libraries offer orientation programs in the form of tours, pamphlets, and media presentations. The orientation session may serve as a fresher course on library use.

If the library has a webpage on the World Wide Web, you can quickly learn about all aspects of its services.

Floor plans or maps are usually located throughout libraries, particularly near the circulation desk, as well as near elevators and stairs. Printed floor plans may also be available in large libraries. These plans will save you time when you are trying to locate the various subject areas of the collection.

While no two libraries are exactly alike, every library has several basic parts: reference area, periodicals, book stacks, and special collections.

REFERENCE AREA

The reference area is the starting point for a research project and can help you focus on a topic by providing background information on your area of interest. The main tools of library research are located there along with the major access points to the library's book and periodical holdings: the catalog and the

periodical indexes and abstracts. The catalog and the indexes may be searchable by computer.

The reference collection contains the non-circulating directories, almanacs, dictionaries, handbooks, and encyclopedias that provide general information and concise facts and detaels. City and company directories, statistical sources, and financial reports can be found in this collection.

Reference books usually contain an introductory section that explains how to use the material. The table of contents and/or indexes will help you determine if the book contains information on your topic. Reference materials are also available on CD-ROM, through online services or Internet resources. Reference librarians will also be able to assist you in locating and using the appropriate reference materials.

Encyclopedias may be general in scope or subject-specific. Encyclopedias will give an overview of a topic and additional sources of information in the form of a bibliography. Online versions such as Britannica Online offer links to related Internet sites.

Dictionaries define the terminology of a field as it is used by practitioners. Some dictionaries go beyond definitions to include fast facts or terms. There are many online versions available on the Internet.

Almanacs, yearbooks, and handbooks are designed as quick references to specific facts or as current updates to encyclopedias. They may be general in scope or subject-specific. Some are compilations of statistics, current awareness services, or practical guides to a field.

Indexes, digests, and abstracts are guides to the literature published in magazines, newspapers, and journals. Abstracts offer a short summary of content.

Directories may include phone and fax numbers for contact persons, addresses, and details about the people or institutions cited. There are directories for professional organizations, businesses, companies, industries, etc. A wealth of directory information can be found through CD-ROM and online services and via the Internet.

Maps, atlases, and gazeteers are good sources for all types of geographic information—locations, climate, population distributions, political boundaries.

Bibliographies are systematic lists of publications or computer resources on specific subjects. Annotated bibliographies include brief summaries of each item listed.

INFORMATION DATABASES

Information databases are similar to indexes and abstracts and are produced so that data can be retrieved by computer searching. They provide citations and abstracts of journal articles and some include full text and graphic images of articles. Some databases index only journal literature, and others cite books as well.

BOOK STACKS

The non-fiction books are arranged on the shelves by subject according to either the Dewey Decimal or Library of Congress Classification System. (See Locating Books on the Shelves.) The book stacks may be open or closed. In most cases, the stacks will be open, allowing you to scan the shelves and make your own selections. If the stacks are closed, you may not browse. Instead you must make your selections from the catalog and have the library staff retrieve the books from the shelves.

PERIODICALS

Current issues of magazines and journals are usually arranged alphabetically by title. Back issues may be bound together and shelved in the periodicals area or book stacks. Newspapers are usually located in the periodicals collection. Back issues of newspapers and periodicals may be on microfilm or microfiche which require special readers and printers. In some cases back issues will be accessible on compact disk or online. Online versions of many newspapers and magazines are accessible through the Internet.

SPECIAL COLLECTIONS

Some types of materials are separated from the main library collection because they require special handling or research techniques. These include rare books, manuscripts, government documents, and microfilm collections.

GOVERNMENT PUBLICATIONS

The United States government publishes a large quantity of documents every year which provide statistics and other pertinent business information. Libraries designated as document depository collections house and make available to the public certain government publications. Government documents collections, depending on their size, may be treated as a separate collection and classified by the SuDocs Classification system which groups publications by government author. To locate government documents, consult a librarian or check the Monthly Catalog of U.S. Government Publications, the main index to this type of document.

Government documents are issued by authority of Congress or other government offices at the state, local, or national level. Documents range from technical reports to consumer pamphlets. Census reports, military records, congressional proceedings, laws, and presidential papers are among the wealth of information classified as government documents. The reports issued by various government agencies are often the most extensive and up-to-date sources of information available on a topic. Government documents should be consulted when doing industry, marketing, or demographic research.

The USGPO, or the United States Government Printing Office, now publishes data through the World Wide Web on the Internet. These databases include census data, economic statistics for the U. S. and other countries, demographic information for states, cities, and counties, recent tax laws, presidential speeches, and legislative information on bills in the House or Senate.

RESEARCH STRATEGY

The basic steps in the research process are:

1. Choose Your Research Topic

As you begin to develop an appropriate topic for a research project, you will need to consider your own interests, the library resources available, the length of the paper, and the time allocated to complete the project. Decide what can be accomplished effectively with the resources available. You can look at the table of contents or the index of basic books in your area of interest to help define and narrow your topic. A review of journal indexes and abstracts will

also help you focus on a manageable topic for research. Choose a topic that interests you: then select an aspect of that topic that is neither too broad nor too narrow to cover adequately within the requirements of the assignment.

2. Gain a General Overview

Gather background information on your topic by reading background articles in encyclopedias, textbooks, and other general resources. A good overview can be obtained from general or specialized encyclopedias. Check the bibliographies at the end of encyclopedia articles for references to additional information. General encyclopedias provide information on a variety of topics, while specialized subject encyclopedias provide more in-depth and thorough coverage of topics in particular areas of interest. As a result of your preliminary reading, you can narrow your topic further and begin to distinguish those subject headings you will use in the research process to retrieve information.

3. Refine Your Search Topic

Once you have gained an overview of your topic, it will become evident if you have chosen a topic that is either too broad or too narrow in scope. In some cases, a topic may be so broad that the amount of literature published on it far exceeds what could be managed adequately in any one paper. In this instance, It is necessary to limit your topic to some aspect that still interests you but is not so narrowly defined that it will be impossible to research. For example, a topic such as "Total Quality Management" is too broad. However, you could focus on an aspect such as "Evaluation" or "Costs" or "Case Studies" of "Total Quality Management".

4. Plan Your Search Strategy

A search strategy will help you successfully locate and use information resources that will result in a well organized paper. After defining your topic, you will need to gather information about it, read and analyze that information, and finally organize and present in writing your findings. The best strategy ensures that you will obtain all the necessary information in the most efficient way. It indicates the point of view your paper will support and gives direction to the paper.

Consider which types of information will best suit your needs. A retrospective or historical viewpoint will require books on the subject. If current information is needed,you will want to use periodical literature and authoritative web

resources. Areas of continuing and rapid development, like the social sciences and natural sciences, demand more current information. On the other hand, topics in the humanities often require material that was written many years ago.

Analyze your topic for relevant subject headings that can be used as search terms. Subject headings define the contents of a book or article and can be used to search for information in catalogs, databases, indexes, and abstracts. To discover appropriate subject headings, think of terms that most closely reflect your topic and its central focus. If those headings do not yield results, broaden your search to more general terms or break it down into more specific terms. Think of likely synonyms and key words.

5. Identify Potentially Helpful Documents

Use the subject headings you have chosen to search the catalog and periodical indexes for appropriate documents on your topic. Library catalogs, indexes, computer databases, and websites provide access to the resources that will form the basis of your paper. Copy the complete citation of potentially helpful sources, taking note of all items that may prove useful. You can eliminate sources as you proceed with your research. Always look for possible additional sources listed in bibliographies at the end of articles, chapters, and books. Standard or classic works in different subject areas are usually cited frequently in the literature of that field.

6. Locate the Documents

Use the citations you have copied to retrieve materials. The library probably will not have all the items listed in periodical indexes, bibliographies, and databases. However, those items usually can be obtained through interlibrary loan or document delivery services.

7. Scan the Documents to Evaluate Their Usefulness

Skim introductory material, note chapter and section headings, and read abstracts and conclusions. Take note of the copyright date. Check the credentials of authors and editors. Look for supporting evidence that the sources you have selected are valid and well researched.

If you are citing websites, be critical in your choice. Consider the accuracy, authority, objectivity, currency, and coverage of websites. Can you tell who wrote the page and their credentials? What is the purpose of the page? Check the URL domain (.edu, .gov, .org, or .net) to determine what institution published the document. Does the page provide accurate information with

limited advertising? When was the site produced and updated? Are the links up-to-date? Is there a fee to obtain the information?

8. Read and Take Notes on Your Selected Sources

Take thorough and accurate notes so you can identify the source later and use it in your bibliography if you cite the source in your paper. Include complete classification numbers for books. Follow the examples in a style manual, such as the APA Manual, to cite print and electronic sources.

9. Keep the Research Process in Mind

Go to the library prepared to accomplish a specific objective. Evaluate results as you proceed with your research. Your search strategy should provide sufficient and appropriate citations related to your topic.

Take advantage of the assistance available from the reference librarians.

Remember that the research process does not necessarily follow one straight path. Allow yourself to follow leads that you discover in the process. Valuable information is sometimes discovered in unexpected places. You may have to revise your original thesis statement as you learn more about your subject. Browse the bookshelves where you are working and check the table of contents of journals you are using. Think of alternative sources of information, such as organizations, government agencies, and people who serve as contacts in different fields.

For each source you use, record the following information: author, title, publisher, date of publication, call number, pages, and summary notes. Record the exact URL for Internet resources. Also note the name of the library where each source is located in case you need to consult it again. Be certain that any quotations are accurate. This information will be needed for the footnotes and bibliography of your paper. Careful note taking will save you time in the long run, especially if you need to relocate the sources cited.

LIBRARY ONLINE CATALOG

Montreat College Library holdings are listed in an online catalog available through the Internet. The telnet version is located at 192.154.60.50. The Libary is in the process of converting to the Web version which can be found at 192.154.60.52. The username is MCOPAC.

The online catalog contains the holdings of six college libraries: Montreat, Brevard, Lees-McRae, Lenoir-Rhyne, Mars Hill, and Warren Wilson. These colleges are members of the Mountain College Library Network, Inc, a resource sharing consortium which allows students access to the joint holdings of the member libraries. Montreat College students and faculty may request borrower cards from the Montreat College Library that can be used at the other libraries. The Montreat College Library can also submit requests to the other libraries by fax. Montreat faculty and students are responsible for abiding by the circulation policies of the lending library.

SEARCHING FOR BOOKS

The library's catalog is its list and description of the materials in its collection. The library catalog may be a traditional card catalog, a catalog printed in book form or on microform, or an OPAC, an online public access catalog. Catalogs may list, in addition to books, periodicals and non-print materials found in the library. Whichever type of catalog is available, the records for each item will contain all the data needed to locate that item on the shelves. A catalog may contain the holdings of one library or it may be a union catalog which includes the holdings of more than one library in a network or region.

Each book in the library is represented by author, title, and subject records. An online catalog may provide additional access points, such as key words, ISBN (International Standard Book Number), etc.

AUTHOR SEARCHING

The author is considered to be the person or group of people responsible for the content of a book. An author is usually a personal name, but it can also be the name of a company, organization, or government agency. Names beginning Mc or Mac are usually interfiled as though they all began MAC. In catalogs the author record is considered the "main entry" and contains all the bibliographic information for the item, including author, title, publisher, date of publication, and subject headings.

TITLE SEARCHING

When searching for a specific title, always drop the initial articles "a," "an," or "the," and search for the next word in the title (i.e. [The] One Minute

Manager, [The] Portable MBA). Numbers in a title may be filed as though they were spelled out or they may be filed at the beginning of the catalog before the alphabetic titles.

SUBJECT SEARCHING

Most searching is done by subject. Each book is assigned one or more subject headings from a list of established terms, the Library of Congress Subject Headings. The find the subject headings used in the catalog, look up your subject in the alphabetical listing. Subject terms that are not used in the catalog will have a "See" note directing you to the headings that are used. "See also" references will list subject headings closely related in meaning to the one you have chosen.

If you are unable to find books using a given term, it may be that the library uses a different word or phrase for books on that topic or the library may not have books dealing primarily with that particular topic. However, information on that subject may occur as a chapter of a book or in a journal article. If you are using an online catalog, you may be able to combine subject headings to broaden or narrow your search. By using the words "and" or "or" you can combine search terms to locate more precisely what you need. For example, if you are searching for information on management by objectives, you could combine "management" and "objectives," to narrow your search to include only materials in which both of those words occur. To broaden your search to retrieve materials containing either the word "management" or the word "objectives," you would combine the terms with the word "or." The Boolean operators "and" and "or" are used to incorporate multiple concepts and synonyms into your search strategy. These Boolean operators are frequently used in searching online databases.

KEY WORD SEARCHING

Computerized catalogs may allow for key word searching. All of the major words in the title and subject headings are indexed. For example, an article entitled Mentor program promotes opportunity for all would be listed under the key words of mentor, program, promotes, opportunity, all.

COLLECTING CITATIONS FROM THE CATALOG

When you have located a book in the catalog, you will need to write down these items:

1. The Call Number

Once you have found a catalog record for a book relevant to your topic, copy the entire call number. Each book in the library has a unique call number, and this number will be needed to locate the book on the shelf. If you are using a union catalog, check to see which library has the book. Online catalogs usually indicate if a book is checked out or not. While you are locating a book on the shelf, scan the titles on the shelves for additional books on your topic.

2. The Bibliographic Citation

The catalog record has all the information you will need for your bibliography. Author, title, place of publication, publisher, and date of publication are given.

LOCATING BOOKS ON THE SHELVES

Books are arranged on the shelves according to one of two classification systems: the Dewey Decimal or the Library of Congress Classification System. The basic subdivisions of each system are outlined below. Business materials are usually located in the 650's section of the Dewey Decimal system and in the HF section of the Library of Congress system.

SUBJECT CLASSIFICATION SCHEMES

Dewey Decimal

000 General Works
100 Philosophy
200 Religion
300 Social Sciences
400 Languages
500 Pure Sciences
600 Technology

Library of Congress

A General Works
B Philosophy/Religion
C History/Auxiliary Science
D History and Topography
E American History
F American History
G Geography/Anthropology

700 Fine Arts
800 Literature
900 History

H Social Science
J Science/Political
K Law
L Education
M Music
N Fine Arts
P Languages
Q Science
R Medicine
S Agriculture
T Technology
U Military Sciences
V Naval Sciences
Z Bibliography, Library Sciences

IF YOU CANNOT FIND A BOOK

Check the surrounding shelves and tables. Someone else may have been using the book. Also check to see if the call number is copied correctly. If the book you want is not on the shelf, check for books that cover nearly the same material. You may find something equivalent in the same section. Ask the librarian at the circulation desk if the book is checked out. Sometimes it is possible to have a book held for you when it is returned. If you cannot find the item needed, another option is interlibrary loan.

INTERLIBRARY LOAN

The interlibrary loan system is an agreement between libraries whereby materials not available in one library may be borrowed from another library. Books and journal articles may be loaned or borrowed for a given period of time for the use of the library's patrons. Montreat College will provide interlibrary loan service to the School of Professional and Adult Studies. Requests may be placed through the electronic interlibrary loan forms; see the library web site for a link to the article and book request forms. Submit one form for each book or article requested. You also have the option of faxing or phoning your requests to the Montreat College Library or to the SPAS liaison staff at the Charlotte and Asheville sites.

Always plan ahead when requesting materials through interlibrary loan because it may take from five to fifteen days to receive the documents. Varying circumstances may require a longer time period.

The Montreat College Library will mail or fax items to you or send them to your class site. Copyright restrictions apply to interlibrary loan, limiting the number of articles a library can borrow in one calendar year to a maximum of five articles from the same journal title.

SEARCHING PERIODICAL LITERATURE

Periodicals are published with greater frequency than books, and therefore contain information that is more recent and up-to-date. Because currency is crucial in the business world, the periodical literature is of vital importance in preparing reports and presentations. The latest statistics, trends, and research in many areas of business are often issued in newspapers and periodicals.

Periodicals include journals and magazines. Journals are publications containing news or material of interest to a particular occupation or profession. Magazines include publications which contain a collection of stories, articles, essays, and other material of general interest. Periodical indexes and abstracts are the main access points to the vast literature published in magazines, journals and newspapers. Indexes and abstracts are available in print, in computer databases, and in a variety of online services on the Internet.

Abstracts provide the same information as indexes with the addition of a brief summary of the article contents. The summary helps you determine if the article is relevant to your topic.

Newspaper indexes, such as the Wall Street Journal Index, list articles appearing in that particular newspaper over a given period of time. Articles can be searched by subject, with each citation providing page numbers and dates that allow you to locate the correct issue.

Most libraries will have a periodicals holdings list that indicates which periodicals are available in the library along with the volumes held and the format (bound, microfiche, electronic, etc). This information may also be available on the library's web page. Backfiles of journals and newspapers may be found in bound volumes in the library stacks or periodicals area or may be stored on microfilm, microfiche, or in electronic databases. Databases such as JSTOR contain extensive files of articles from selected journals. Services such as NC LIVE also contain databases with many full text journal articles in a variety of subjects.

If the library does not have the periodical needed, you have several options. Check available union lists, such as the MCLN Union List

(http://www.lrc.edu/library/scripts/searchjournal2.html), to see if area libraries have the periodical. You may be able to request a copy of the article through interlibrary loan or through a document delivery service.

SEARCHING COMPUTER DATABASES

Many printed indexes and abstracts are also available as computer databases. Some databases include the full text and graphics (photos, charts, graphs, tables) of the articles.The computer can search and retrieve information much faster than you can manually search the print text indexes. Citations usually can be printed from a printer rather than copied by hand. The computer can search for the occurrence of a word anywhere in the citation. It is also possible to combine terms using Boolean operators to define and limit the results. Some databases are available on CD-ROM (compact disc—read only memory) and others are accessible online or through the Internet. Online searches may involve charges based on computer connect time, telecommunications charges, and printing.

There are advantages and disadvantages to searching computerized databases.

1. Most databases contain citations for several years and many cover ten to twenty years. All of the years can be searched rapidly; whereas the printed versions must be consulted one volume at a time. However, in some cases, to gain a historical perspective on a topic, it is important to check the retrospective printed volumes.

2. In addition to the standard citation, some databases include information such as an abstract, the language of the article, type of article, and in some cases the article itself. Literature can be searched in databases by a number of access points, including author, subject, journal title, year of publication, company name and industry type.

3. Search terms can be combined using Boolean operators to define and limit search results in most databases. However, computers retrieve only the specified information, and you cannot "browse" for information that is indirectly related to your topic as you can in printed indexes.

4. Databases provide access to more resources than most libraries contain. Citations to literature all over the world can be accessed rapidly through computers. Some databases include items not found in printed equivalents.

5. Databases are updated frequently and may contain more recent information than the printed indexes. However, much of recorded knowledge is only available in printed/paper sources.

6. Some databases are user friendly and you can easily search them by yourself. If you have the necessary computer equipment, you may be able to access databases from your home or office. To determine if local libraries have catalogs or databases that can be accessed by computer, call the library's reference desk, or check the library's website.

7. Access to the Internet and some databases may be limited to students enrolled at an institution who have been issued passwords.

8. Databases typically include information available nationally and internationally. However, regional and local information is not always available through electronic sources.

LIST OF DATABASES:

NC LIVE, an electronic library service of the state of North Carolina, provides access to over forty databases in a variety of subjects ranging from education, health, business, psychology, and law. The databases include full-text journal articles, directory information, indexing, newspaper articles, and encyclopedias. Contact the Montreat College Libary to obtain a password for remote access. http://www.nclive.org

JSTOR provides digital access to the complete backfiles of selected scholarly journals. Full image articles from important professional journals in the social sciences, humanities, and natural sciences are searchable by topic, author, or key words. Text, graph, charts, and illustrations are included. http://www.jstor.org

BRITANNICA ONLINE is the online version of the Encyclopedia Britannica. Entries contain links to related Internet sites. http://www.eb.com: 180

CARL UNCOVER is a database of current article information from numerous journals. The database contains brief descriptive information on articles that have appeared since fall 1988. The library can fax copies of the articles. http://uncweb.carl.org

GALENET provides access to several literature databases: Contemporary Literary Criticism, Scribner Writers Series, Twayne Authors Series. http://galenet.gale.com

CONTEMPORARY LITERARY CRITICISM presents significant published criticism on the works of creative writers now living or who died after December 31, 1959. In addition to critical essays, there are links to biographical sketches of some of the authors.

SCRIBNER WRITERS SERIES contains information on writers of all nationalities and time periods. Each essay provides concise introductory material and an analysis of the writer's career and works.

TWAYNE AUTHORS SERIES presents scholarly criticism of literary works by authors from the U.S., England, and around the world. Comprehensive essays provide critical interpretation of an author's works.

AGREEMENTS WITH AREA LIBRARIES

Montreat College maintains agreements with area libraries to facilitate convenient access to needed information resources. SPAS faculty and students may use the following libraries under the terms and conditions specified in the established agreements. Borrowing privileges are available as indicated by the individual library. Note that fees may be charged to obtain a library card. Montreat College students and faculty are responsible for understanding and abiding by the policies of these libraries.

University of North Carolina at Asheville
http://www.unca.edu

University of North Carolina at Charlotte
http://www.uncc.edu

Winthrop University
http://www.winthrop.edu/dacus/default.htm

Asheville-Buncombe Public Library
http://ils.unc.edu/nclibs/asheville/ablshome.htm

Public Library of Charlotte/Mecklenberg County
http://www.plcmc.lib.nc.us/

Henderson County Public Library
http://www.henderson.lib.nc.us/

Caldwell Community College
http://www.caldwell.cc.nc.us/

Mitchell Community College
http://www.mitchell.cc.nc.us/

Gardner-Webb University
http://www.gardner-webb.edu

http://www.catawbavalley.cc.nc.us Catawba Valley CC

MOUNTAIN COLLEGE LIBRARY NETWORK LIBRARIES

Brevard College
http://www.brevard.edu

Asheville-Buncombe Technical Community College
http://www.asheville.cc.nc.us

Blue Ridge Community College
http://204.211.35.10

Haywood Community College
http://w3.haywood.cc.nc.us

Lees-McRae College
http://www.lmc.edu

Lenoir-Rhyne College
http://www.lrc.edu/library/library3.htm

McDowell Technical Community College
http://www.mcdowelltech.cc.nc.us

Mars Hill College
http://www.mhc.edu

Warren Wilson College
http://www.warren-wilson.edu

COURSE DESCRIPTIONS

ASSOCIATE IN SCIENCE COURSES—
SCHOOL OF PROFESSIONAL AND ADULT STUDIES

HD 211. Human Growth and Development. (3 credits, 5 weeks): This course will survey the physical, cognitive, psychosocial, moral, and faith development of the individual. Both biological and environmental influences will be explored including topics such as race, class, and gender.

EN 111. Writing and Research for Adults. (3 credits, 6 weeks): This course involves studying and practicing those matters of writing that affect readability, including effective style (accuracy, clarity, conciseness), appropriate punctuation, and correct use of grammar and usage. Students will be shown that writing is a process that includes pre-writing, composing, and rewriting for both personal essays and research papers. In addition, students will write a research paper.

EN 112. Writing and Literary Analysis. (3 credits, 6 weeks): A study of literary genres, including short stories, poetry, and drama. Discussion will focus on critical analysis of literary themes, and writing will focus on interpretive essays.

BB 102. Survey of the New Testament. (3 credits, 5 weeks): A study of the content, history, and teachings of the New Testament. Included in the course is introductory material on the theology of the New Testament and origins of the Christian church.

EN 231. Public Speaking and Presentations. (3 credits, 5 weeks): Instruction in the oral communication of original ideas, with a concentration on impromptu and extemporaneous speaking styles essential to success in the classroom and workplace. Students will receive specific training in the organizational and thinking skills needed to structure informative and persuasive speeches as well as the performance skills required to effect confident, authoritative presentations.

HS 111. Major Issues in World Civilization. (3 credits, 5 weeks): A study of the major periods in world history with primary attention given to western civilization. Topics covered include: The dawning of civilization, Classical Greece and Rome, Christianity and Islam, Medieval institutions, Reformation/ Renaissance, absolute monarchy, democratic revolution, European nationalism, World Wars, and Pre/Post Cold War.

EN 211. Masterpieces of Literature. (3 credits, 5 weeks): Students read and discuss selections from world literature, focusing on themes such as our relationship to nature, God, others, and self.

ES 111. An Overview of Environmental Studies. (3 credits, 5 weeks): A study of the ecological background, including the crowding of the earth, the

natural resources, the chemicals in the environment, and their impact on society.
BB 101. Survey of the Old Testament. (3 credits, 5 weeks): A study of Hebrew history, faith, and literature. Emphasis is given to the origins described in Genesis, the religious significance of the Exodus, the Mosaic Covenant, and the major teachings of the prophets. Examination is made of the relationship of God and man and the unfolding plan of redemption.
MT 102. Mathematics for Management. (3 credits, 6 weeks): This course examines various concepts of basic algebra. It assists in building skills for performing specific mathematical operations and problem solving. Applications in various areas including statistics, finance, and economics are demonstrated and discussed.
HS 211. Early American History. (3 credits, 5 weeks): A study of the events that led to the settlement of the North American continent, the transit of English civilization to this continent, and the resulting impact that this settlement created on world history. Special attention is given to cultural and religious values, society, the economy, life styles, political institutions and processes, and the problems involving unity for a diverse colonial world.
AR 111. Art and Aesthetics. (3 credits, 5 weeks): The purpose of this course is to provide to the students an historical perspective on the development of aesthetics in human culture; to challenge the student to discover, explore, and define personal and cultural presuppositions about the arts; and to encourage the student to develop a personal philosophy of the arts. The student is guided through creative interaction with various elements and properties of art, drama, and music, both in the classroom and in the art gallery, theatre, or concert hall.
PC 111. Matter and Energy. (3 credits, 5 weeks): A survey of the development of the concepts of matter and energy within the disciplines of chemistry and physics. The focus will be on modern applications to the earth and beyond.
PH 202. Modern Christian/Secular World Views. (3 credits, 5 weeks): An interdisciplinary course examining the world views, trends, and problems of twentieth century Western man. A Christian world view and secular thought will be contrasted in several areas including science and modern literature.
BS 101. Introduction to Business. (3 credits, 5 weeks): A survey course designed to inform students of the fundamentals of business with particular attention to the historical and economic foundations of our capitalistic system; the global marketplace; social and legal environments; human resources; marketing; management information systems; and financial management.
BS 209. Principles of Management. (3 credits, 5 weeks): An introductory course to management structures around the basic management functions of planning, organizing, leading, and controlling. The course explores the functions of the management process in for-profit and not-for-profit organization, large and small. Special topics include: globalization, quality, competitiveness, teamwork, ethics and entrepreneurship.
BS 206. Principles of Accounting. (3 credits, 5 weeks): A study of basic

theory and practices for services and mercantile businesses including rewarding techniques, statement preparations, and simple financial analysis. Emphasis is on the understanding of accounting concepts.

BS 230. Principles of Marketing. (3 credits, 5 weeks): A general view of the scope and significance of marketing. The course emphasizes the marketing and consumer and industrial goals and analysis of marketing functions and institutions. It introduces marketing policies and practices of business firms.

CS 102. Introduction to Computers. (1 credit, 1 8-hour day): This course is intended to give the student a general knowledge of computer hardware and some basic software requirements. The target student is a first-time or novice computer user. At the end of the full-day course, the student should possess a basic working knowledge of the primary software used throughout their program of study.

MT 122. Elementary Statistics. (3 credits, 6 weeks): Introduction to basic statistics using an intuitive approach for understanding elementary concepts of descriptive statistics. Topics include populations and samples. Summarizing statistics, reading and interpreting graphs, and using statistics correctly in a variety of settings.

HL 103. Executive Fitness. (1 credit, 1 8-hour day): This course will provide basic instruction in the areas of lifetime fitness benefits, diet and stress reduction. Students will be expected to actively participate in the physical activities and discussions.

BS 103. Introduction to Economics. (3 credits, 5 weeks): This course will be an introduction to basic economic principles. It will include a survey of supply, demand and the price mechanism, cost analysis, factors of production, economic systems, business cycles, role of government in the economy, and current economic issues.

BACHELOR OF BUSINESS ADMINISTRATION COURSES— SCHOOL OF PROFESSIONAL AND ADULT STUDIES

GE 321. Orientation to Adult Learning. (2 credits, 4 weeks): This course orients adult students to Montreat College adult academic program: planning, time management, group interaction, personal and professional growth, use of library resources, other related academic concerns, and a general overview of business.

CS 301. Computer Business Applications. (3 credits, 5 weeks): Introduction to computer applications and associated hardware and software. Word processing, data management, and spreadsheet software packages are

studied. Involves extensive hands-on experience.

BS 305. Managerial Communications. (3 credits, 6 weeks): A study of managerial communications designed to assist the student in the uses of visual, oral, and written languages as managerial tools. An overview of basic grammar, punctuation, and American Psychological Association (APA) style of documentation will be included.

BS 350. Administrative Theory and Organizational Behavior. (3 credits, 5 weeks): A study of management techniques and leadership as well as their application to improving managerial effectiveness. The course will stress the importance of wholesome relationships between persons in business and how to maintain sound relationships between employer, employee, and customer.

BS 351. Economics: Theory, Concepts, and Issues of Micro and Macro. (3 credits, 6 weeks): This course will relate economic theory and current economic events to the problem of effective production and marketing decision making. Emphasis will be on both micro and macro views.

BS 309. Business Ethics. (3 credits, 5 weeks): This course will include an analysis of business policies and practices with respect to their social impact patterns of governmental regulations, political activities of trade associations and other special interest groups, the relationship between public policy and the growth of corporate enterprise, and the social responsibilities of business management.

BS 437. Marketing Management. (3 credits, 5 weeks): An integrated course in marketing, systematically oriented with emphasis on the marketing mix, the formulation of competitive strategies, and special attention to the control function, market analysis, marketing information, and sales forecasting. Case analysis and/or simulation is stressed.

BS 352. Financial Accounting Issues. (3 credits, 6 weeks): A survey of the procedures of the accounting process, with emphasis on identifying, recording, classifying, and interpreting transactions and other events relating to proprietorships, partnerships, and corporations. *Prerequisite: BS 208 or 206 or equivalent.*

BS 311. Business Law. (3 credits, 5 weeks): An introduction to the fundamentals of business law to familiarize students with the language, elementary principles, and methodology of the legal system. Primary emphasis is placed in the areas of contracts, agency and employment, and personal property.

BS 452. Managerial Accounting Issues. (3 credits, 6 weeks): An in-depth study of the role that accounting data plays in the decision-making process of managers of both for-profit and nonprofit organizations. *Prerequisite: BS 352.*

BS 314. Data Analysis for Business. (3 credits, 6 weeks): This course surveys descriptive statistics with emphasis on practical applications of statistics and statistical analysis. It includes an examination of the rule of statistics in research, statistical terminology, the appropriate use of statistical techniques, and the interpretation of statistical findings in organizational and business research.

BS 403. Leadership and Human Resource Management. (3 credits, 5 weeks):

This course focuses on the role of leadership and human resource management as a staff function within an organization, including recruiting, interviewing, personnel planning, wage and salary administration, management development, and motivation. The importance of interpersonal relationships among employees is also considered.

BS 320. International Business. (3 credits, 5 weeks): A study of business as practiced in different nations and cultures. The influences of difference in the political, competitive, economic, social, legal, and technological environments on the main business functions (marketing, production and finance) and business effectiveness are examined. Also included will be coverage of international financial instability and exchange rate volatility. Foreign currency hedging problems are explained and solved.

BS 422. Issues in Corporate Finance. (3 credits, 6 weeks): A study of the conceptual framework for determining the value of the organization and cost of capital to the organization as impacted by investment, financing, and dividend policy with consideration given to risk/return factors. *Prerequisite: BS 452.*

BS 462. Business Strategy and Policy. (3 credits, 5 weeks): A case study and simulation approach designed to integrate the areas of marketing, management, accounting, finance, and economics. A capstone endeavor in which techniques from all functional areas are brought to bear on contemporary and future business problems.

PH 461. Philosophy of Faith and Learning. (2 credits, 4 weeks): A course designed to help students define their personal Christian philosophy of life by integrating faith and learning. Students will be challenged to explore their Christian calling and to consider ways in which they can exert a Christian influence in the world today.

MASTER OF BUSINESS ADMINISTRATION COURSES— SCHOOL OF PROFESSIONAL AND ADULT STUDIES

GE 500. Introduction to Graduate Studies at Montreat College. (3 credits, 6 weeks): This course is designed to help students understand the nature of graduate studies at Montreat College. Course content will focus on team-building, the extensive use of research required in graduate education and the Christ-centered mission of the college. The relationship between faith and learning, ethical theory, normative ethics and stewardship will be thoroughly examined and explored from a historical and biblical perspective.

BS 535. Analysis of Management Information Systems. (3 credits, 8 weeks): Advanced software analysis from a management standpoint is the major focus of this course. The study and use of software applications are

developed to enhance the decision-making processes of management. Characteristics of various software applications are compared, and issues related to artificial intelligence, systems analysis, networking, database management, and telecommunication are examined for use in the information age of global expansion. Students will use computers for case analysis purposes.

BS 525. Applied Management Theory. (3 credits, 6 weeks): This course is designed to provide knowledge of the functional areas of management within a business organization. Factors impacting the management process are examined in detail, and current and future issues facing managers in the 21st century are explored. A major emphasis of this course will include the technological implications facing management in the global business community.

BS 540. Seminar in Marketing Strategies. (3 credits, 6 weeks): This course focuses on the marketing policies necessary for success in the global business community. Marketing institutions are examined with an emphasis placed on customer-driven organizations. Current issues in pricing, promotion, distribution and product development are explored from a management perspective. Technological developments impacting marketing policies are considered in detail.

BS 351. Economics: Theory, Concepts, and Issues of Micro and Macro. (3 credits, 6 weeks): *Requisite for BS 545 Current Economic Analysis.* This course will relate economic theory and current economic events to the problem of effective production and marketing decision-making. Emphasis will be on both micro and macro views. *Requisite: BS 351 Economics (3)*

BS 545. Current Economic Analysis. (3 credits, 6 weeks): This course is designed to provide the student with a knowledge of the various micro- and macroeconomic theories and their applications to organizational purposes. Various economic issues are examined from a global perspective, while issues of fiscal policies, money and capital markets, exchange rates, and global economic systems are reviewed from a management decision-making standpoint. *Prerequisite: Economics (3)*

BS 575. Current Issues in Business. (3 credits, 6 weeks): This course is offered to include current and future dynamics within the modern business organization. Focus will be on any number of areas, including but not limited to: labor relations, total quality management, reengineering, core competencies, workforce diversity, robotics, and manufacturing. The thrust of the course will vary from class to class allowing flexibility in discussing current and future trends in business for the 21st century.

BS 362. Financial and Managerial Accounting. (4 credits, 8 weeks): *Requisite for BS 570 Advanced Managerial Accounting.* A survey of accounting procedures with emphasis on identifying, recording, classifying, and interpreting business transactions and the use of accounting information for management

decision-making. *Requisite: BS 362 Financial and Managerial Accounting (4)*

BS 570. Advanced Managerial Accounting. (3 credits, 6 weeks): A survey of accounting information from a managerial perspective. Accounting procedures and practices including cost/volume/profit analyses, capital expenditures, profit centers, budgeting, and project planning and control. Financial information for internal management use will be a major focus of study. Accounting software packages with business simulation exercises will be utilized based on state-of-the-art technology. *Requisite: Financial and Management Accounting (4)*

BS 530. Ethics and the Legal Environment. (3 credits, 6 weeks): A survey of ethical and legal issues facing management in complex global business situations. Ethical questions are addressed in a case study method with alternative approaches and solutions analyzed and evaluated. Traditional ethical theories are studied and applied to contemporary business decisions. Students are encouraged to consider a "stakeholder approach" which considers the broad ramifications of business actions. Corporate codes of conduct and methods of communicating and enforcing ethical expectations are covered.

BS 314. Data Analysis for Business. (3 credits, 6 weeks): *Requisite for BS 560 Quantitative Methods in Business.* This course surveys descriptive statistics with emphasis on practical applications of statistics and statistical analysis. It includes an examination of the rule of statistics in research, statistical terminology, the appropriate use of statistical techniques, and the interpretation of statistical findings in organizational and business research.

BS 560. Quantitative Methods in Business. (3 credits, 6 weeks): A survey of quantitative methods used for managerial decision-making. Issues covered include linear programming, queuing models, statistical process control, simple and multiple regression, time series analysis, and business forecasting. Utilization of computer software to enhance quantitative decision-making will be achieved through computer exercises. *Requisite: BS 314 Data Analysis for Business (3)*

BS 422. Issues in Corporate Finance. (3 credits, 6 weeks): *Requisite for BS 550 Financial Management Practices.* A study of the conceptual framework for determining the value of the organization and cost of capital to the organization as impacted by investment, financing, and dividend policy with consideration given to risk/return factors. *Requisite: BS 422 Issues in Corporate Finance (3)*

BS 550. Financial Management Practices. (3 credits, 6 weeks): The course is designed to provide students with financial decision-making skills. The relation between financial markets and institutions are examined in detail. Issues related to liquidity, risk management, receivables, payables, cash flow, and capital budgeting are explored. Selected topics in capital valuations, mergers, takeovers, and reorganizations are evaluated in detail. *Prerequisite: Corporate Finance (3)*

BS 565. International Business. (3 credits, 6 weeks): This course is designed to provide the student with information related to global business

strategies from a multinational perspective. Issues covered in the course include: exporting, licensing, joint ventures, strategic alliances, countertrading, foreign subsidiaries and transplant manufacturing facilities. Focus will include the impact of foreign exchange, balance of trade, and international monetary markets on multinational activities.

BS 580. Strategic Planning and Research Analysis. (3 credits, 6 weeks): A capstone course designed to integrate the functional areas of business and provide the management of a company with the knowledge to forecast and capture market share for immediate and future profitability. The strategic planning process is evaluated in-depth with a consideration for environmental, social, legal, and market force dynamics. Case studies will be utilized, and simulation exercises through computer software will enhance the understanding and importance of strategic planning. Each student will present a comprehensive research paper to the class as a graduation requirement.

PROGRAM LISTING FOR UNDERGRADUATE STUDIES (PLUS) COURSES—

AT 111. Astronomy I: A study of the appearance of the sky, the sun, the moon; the theory of solar system formation and the resolution of conflicts between science and the Bible.

AT 112. Astronomy II: A study of stars and galaxies and the means by which we obtain information about them. Stellar and galactic life cycles will be studied. The nature and origin of the universe and theological implications of such will conclude the course.

BB 201. Old Testament Theology: An in-depth study of Old Testament themes with a view to their relevance for Christian theology, worship and ethics. These include God's self-revelation, creation, covenant/kingdom, fall, law, worship, prophecy and hope. The course will include an introduction to proper exegetical, hermeneutical and theological method.

BB 202. New Testament Theology: An introduction to the major themes of New Testament theology and their specific relevance for Christian theology, worship and ethics. These include the Kingdom of God, justification, sanctification, Pauline theology, etc.

BB 306. World Religions: This class will offer a survey of contemporary world religions and will attempt to compare the world view of these religious systems with a biblical world view. The goal would be to equip each student to be able to converse with followers of these religions and to make clear comparisons between their beliefs and a biblical world view.

BS 207. Business Leadership and Personal Success: This course develops knowledge and skills enabling participants to do leadership writing, make

convincing business presentations, experience successful people relationships, be proactive in results planning and actions, and how to live in a balanced work-family-home environment. Delivery of this course material is highly visual, multi-media and student participatory.

BS 208. A Random Walk Through the Financial Maze: This course is an overview of the rudimentary elements of financial, managerial, and cost accounting. It also covers the basics of corporate and personal finance with some emphasis on the ethics of financial management. Topics such as the double entry system, inventory management (LIFO, FIFO, etc.), analysis of financial statements, personal and corporate money management among others will be discussed.

BS 231. Entrepreneurship and Small Business Management: Introduces participants to a step-by-step process of starting a new venture. It examines the prerequisites for a successful small business, the personality of the entrepreneur, the costs and benefits of owning a small business, forms of business, preparing a business plan and sources of finance.

EN 251. The Christian World of C.S. Lewis: A study of C.S. Lewis' important, imaginative and analytical works reflecting his Christian world view. As one of this century's most prolific and influential Christian writers, Lewis' work is a treasure trove for those seeking to learn how to think deeply and Christianity. His clear, lucid writing is especially helpful when he addresses complex issues, and his use of illustrations by way of analogy frequently sheds light on previously dark and thorny issues. Students will read and discuss his popular works focusing on his Christian world view, write a series of short essays in which they engage Lewis' ideas and evaluate their merits and work together to present a final group research project.

EN 252. Shakespeare for Managers. Models in Leadership: This course is a study of leadership as reflected in the works of William Shakespeare. Emphasis will be on exploring various models of leadership as illustrated in several of Shakespeare's plays with an eye toward applying his insights to real-world environments.

FR 101. Elementary French: This course is for those who have had less than two years of high school French. Emphasis is upon fundamentals of grammar, vocabulary, composition, pronunciation and conversation.

HD 307. Leadership and Group Dynamics: A study of leadership and group behavior as viewed through experiential group processes, individual interaction and theory. Content includes the theory and practice of group dynamics and the fundamentals of effective leadership. Particular emphasis will be placed on working towards a general theory of leadership and discovering its applications in a group.

HS 112. History of the Western Intellectual Tradition. From Leonardo To Hegel: This course is a study of the development of ideas from the Renaissance to the opening of the nineteenth century. Essentially, the course is a history of the life of ideas, and as such necessarily it is an intellectual history covering a

period of four centuries, during which the world transformed from medieval to modern. Special focus is given to invention; to inductive scientific method; to political, social and religious ideas; and to the ideas of a selective few individuals who most contributed to this transformation of society into secularized states.

MS 203. Popular Music in the U.S. From 1850 to the Present: From the music of Stephen Foster, and Civil War ballads and bands, to Blues, Bluegrass, Jive and Jazz. Wiley Hitchcock's classic text, *Music in the U.S.*, guides us as we study, listen and attend live performances. Then hear guest lectures from folk and jazz artists and country-western songwriters from Nashville, Tennessee. Everything you always wanted to know about popular music in our country . . . but were afraid to listen to.

MS 204. Red, Hot and Blue—Seventy Years of American Musical Theater: This course covers the history and development of American musical theater from 1927 through 1997 and also the creation and production of a musical. Scripts and scores, audio and video recordings, and when possible, live performances and /or rehearsals will supplement text materials.

PY 202. General Psychology: A basic survey of the principles of the science of human behavior and their applications to life situations.

SP 101. Elementary Spanish: This course is for those who have had less than two years of high school Spanish. Emphasis is upon fundamentals of grammar, vocabulary, composition, pronunciation and conversation.

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Mr. Robert W. Wynne ..... Raleigh, NC
Mr. Charles M. Zeiser ..... Chattanooga, TN

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R. F. McCoy ..... Laurinburg, NC
J. Alfred Miller ..... Asheville, NC
James L. Morgan ..... Laurel Hill, NC
C. Morris Newell ..... Charlotte, NC
D. Edward Renegar ..... Stuart, VA

**As of March 17, 2000*

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Faculty Representative ..... Dr. Charles Risher, Black Mountain, NC
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Carol Davis '53, Black Mountain, NC
Michael Grove '78, Black Mountain, NC
William Caudle '97, Harrisburg, NC

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1999-2000 ADMINISTRATIVE OFFICERS

President ..... William W. Hurt, B.S., M.E.
Chaplain ..... J. Edward Bonner, B.A., M.Div.
Vice President and Dean of Academics ... Beth M. Doriani, B.A., M.A., Ph.D.
Dean of Students ..... Charles A. Lance, A.S., B.S., M.A. Ed.
Vice President for Advancement
& Strategic Planning ..... M. Jac Whatley, B.A., J.D.
Vice President for Finance
& Information Technology .. Dirk E. Wilmoth, B.A., M.P.A., M.S., Ph.D.
Dean of Adult Education/Dir. of M.B.A. Isaac B. Owolabi, B.S., M.S., Ph.D.
Dean of Admissions and Financial Aid ..... Lisa H. Lankford, B.S.
Director of Athletics ..... John J. Sullivan, B.A., M.A.

ADMINISTRATIVE AND SUPPORT STAFF

Scott Adams ..... Director of Safety and Security
Rob Anderson ..... Director of Student Services
David Ballenger ..... Men's Soccer Coach
Connie Bouldin ..... Health Service Nurse
Knox Bridges ..... Charlotte Regional Advancement
Toby Brooks ..... Volleyball/Softball Coach
Laura Brown ..... Associate Director of Student Services-SPAS
Judith Bugniazet ..... Associate Library Director
David Caldwell ..... Media/Technology Assistant
Darin Chaplain ..... Baseball Coach
Teresa Chaplain ..... Registrar
Erik Chuprevich ..... Library/Information Technology Coordinator-SPAS
Mae Clements ..... Administrative Assistant Business Office
Mindy Clinard ..... Director of College Communications
Kim Collins ..... Administrative Assistant Academic Dean
Billy Conley ..... JV Baseball/Assistant Baseball Coach
Carmen Copenhaver ..... Director of Counseling
Anita Darby ..... Director of Admissions
Priscilla Dreisbach .. Administrative Assistant to Dean of Adult Education
Tiffany Drummond ..... Admissions Recruiter
Phoebe Duncan ..... Advancement Records
Alan Edwards ..... Facilities Engineer
Brenda Elliott ..... Accounts Payable
Sharon Forstchen ..... Switchboard
Teresa Foster ..... Director of Student Services-SPAS
Monty Fountain ..... Coordinator Computer Services-SPAS
Daune Gardner ..... Coordinator of-SPAS Plus Program

Bob Graham ..... Advancement Associate for Alumni Affairs
Joe Hagan ..... Cross Country/Women's Basketball Coach
Teri Hampton ..... Assistant Registrar
Linda Harrison ..... Housekeeping Supervisor
Dan Hensley ..... Maintenance Supervisor
Joey Higgins ..... Associate Director of Admissions
Jim Higley ..... Sports Information Director/Men's & Women's Tennis Coach
Lynn Holman ..... Library Services Manager
Ruth Logan ..... Registrar Assistant/VA Representative
Roderick Lorenzen ..... Coordinator of Charlotte Campus-SPAS
Myrtle Martin ..... Financial Aid Counselor-SPAS
Tom McMurtry ..... Director of Campus Wide Technology
Jane Milam ..... SPAS Administrative Support
Alex Miller ..... Senior Advancement Associate
Glenda Morrow ..... Coordinator of Financial Aid
Anita Nanney ..... Assistant Business Manager
Mark Neil ..... Director of Auxiliary Services
Bob Neil ..... Director of Special Programs
Wanda Olson ..... Director of Financial Aid
Sandra Owen ..... Administrative Assistant for Student Services
Anne Ownbey ..... Administrative Assistant to President
Tom Oxenreider ..... Assistant Dean Residence Life & Career Development
Margo Payne ..... SPAS Coordinator of Enrollment
Elizabeth Pearson ..... Library Director
Teresa Price ..... Director of Conference Relations
Adrienne Redman ..... Admissions Office Manager
Bill Robinson ..... Men's Basketball Coach
Carolyn Sanders ... Office Manager Advancement/Special Events Coordinator
Debbie Sanders ..... Financial Aid Secretary
William Schieche ..... Network Administrator
Matthew Schnieder ..... Admissions Recruiter
Jeff Sheets ..... Resident Director Davis Dorm/Director of Student Activities
Cyndy Smell ..... Administrative Assistant Library of Congress Project
Jeffrey Smell ..... Athletic Trainer/Compliance Officer
Palin Spruance ..... Controller
Linda Stine ..... Student Accounts Receivable
Karen Taylor ..... Financial Aid Assistant
Kathryn Sundahl ..... Computer Technology
Drake Thomas ..... Systems Technology Advisor Library of Congress Project
Linda Thompson ..... Health Service Nurse
Wendy Trivette .. Educational Technology Advisor Library of Congress Project
Phyllis Utley .... Resident Director McGregor Dorm/Leadership Development
Alan Wark ..... Project Manager Library of Congress Project
Dottie Warren ..... Coordinator of Program Services-SPAS
Michael White ..... Howerton Resident Director/Women's Soccer Coach
Kathleen Wince ..... Resident Director Anderson Dorm/Career Counselor
Deborah Wright ..... Director Charlotte Campus-SPAS

PROFESSORS EMERITI

Virginia Buchanan, B.A., M.A.L.S.
John R. Crawford, B.A., M.Div., Ph.D.
Elizabeth H. Maxwell, A.B., M.A.
John T. Newton, B.E.E., Th.M., Ph.D.
David L. Parks, B.E.E., M.Div., D.D.
Charles Larry Wilson, B.S., M.S., Ph.D.

2000-2001 SCHOOL OF PROFESSIONAL AND ADULT STUDIES FACULTY

Abbott, Patricia, Junior Faculty of Business and Communications. M.B.A., Western Michigan University; M.A. Western Michigan University; B.S. Western Michigan University.

Anderson, Hicks, Senior Faculty of Business. M.B.A., University of Mississippi; B.B.A., University of Mississippi; C.P.A.

Barkley, Jeff, Junior Faculty of Business. M.B.A., Montreat College; B.S. Appalachian State University.

Barron, Sue Wright, Senior Faculty of English/Communications. M.A., Western Carolina University; B.A., Mars Hill College.

Beymer, Mark, Associate Professor of Business. Ph.D., Portland State University; M.P.A., Portland State University; M.A., Warner Pacific College.

Boggs, Brady, Lead Faculty of Business. M.B.A, Florida State University; M.S. Florida State University.

Brawley, Cam, Lead Faculty of Business. B.S., University of North Carolina – Charlotte; C.P.A.

Busby, Walter, Lead Faculty of Business Law. J.D., Louisiana State University Law School; B.S., Louisiana State University.

Carlin, Evelyn, Junior Faculty of Business Law. J.D. Hofstra University School of Law; M.S., Marist College; B.A., St. Clairs College.

Cellamare, Alan, Lead Faculty of Business. M.B.A., Seattle University; B.A., University of South Florida; M.Div., Western Seminary; Th.M. Gordon Conwell.

Changery, Loretta, Lead Faculty of Business. Ed.D., Columbia University; M.B.A., Columbia University; B.S., B.A., Western Carolina University.

Chesson, Kristen, Lead Faculty of Mathematics. M.A., Appalachian State University; B.S., Appalachian University.

Chuprevich, Robert, Lead Faculty of Business. D.Min., Erskine Theological Seminary; M.S. Western Carolina University; B.S., B.A., Bryant College.

Clark, David, Junior Faculty of Science. Ph.D., Illinois State University; M.S., Illinois Wesleyan University; B.S., Illinois State University.

Coad, Jac, Lead Faculty of Bible. D.Min., Reformed Theological Seminary; M. Div., Reformed Theological Seminary; B.A., Calvin College.

Corbitt, Christopher, Junior Faculty of Science. M.S., East Carolina University; B.S., North Carolina State University.

Corbitt, Lisa, Junior Faculty of Science. M.S., East Carolina University; B.A. University of North Carolina – Wilmington.

Craft, David, Junior Faculty of Business Law. J.D., Campbell University School of Law; B.A., University of North Carolina – Chapel Hill.

Curtis, Linda, Junior Faculty of Psychology. M.A., Colorado Christian University; B.S., Bolling Green State University.

Davis, Gary, Lead Faculty of Business. M.S., Western Carolina University; B.S., Western Carolina University.

Dean, Kayse, Junior Faculty of English. M.A., University of Washington; B.A., Emory University.

Dellinger, Cheryl, Junior Faculty of Business. M.S., Western Carolina University; B.S. Appalachian State University.

Durham-Lozaw, Susan, Junior Faculty of Arts. M.M, Meredith College; B.M., East Carolina University.

Edwards, Kathy, Junior Faculty of Business. M.B.A., Pfeiffer University; B.S., University of Alabama.

Etheridge, David, Lead Faculty of Bible. D.Min., Union Theological Seminary; M.Div., Gordon-Conwell Theological Seminary; A.B., The College of William and Mary.

Fapetu, Abiola, Business Division Chair/Associate Professor of Business. D.B.A., United States International University; M.B.A., United States International University; Higher National Certificate, North London University.

Foster, Teresa, Junior Faculty of Business. M.S., Western Carolina University; M.A., Siena Heights College; B.A., Siena Heights College.

Frazier, Jane, Senior Faculty of Bible. M.Div., Gordon-Conwell Theological Seminary; B.A., Agnes Scott University.

Goode, Michael, Junior Faculty of Business/Communications. M.A., University of Maryland; B.A, University of North Carolina.

Gorman, Kevin, Associate Professor of Business. Ph.D., Texas A & M; M.B.A., California State University; B.S., University of Massachusetts.

Grass, Paul R., Junior Faculty of History. M.A., University of Alabama; B.A., University of Mississippi.

Hall, Robert, Lead Faculty of History. M.Ed., Florida-Atlantic University; M.A., University of North Carolina – Charlotte; B.A., Greenville College.

Haney, Matthew, Junior Faculty of Business. M.B.A., Western Carolina University; B.S., Montreat College.

Hardin, Sarah, Junior Faculty of Business. M.S., University of Tennessee; B.S., University of Tennessee.

Hersey, Barbara, Junior Faculty of History. M.A., Wake Forest University; B.A., Wake Forest University; Nursing degree, Asheville-Buncombe Technical Community College.

Hines, Eugene, Junior Faculty of Business Law. J.D., Capital University; M.Div., Southern Baptist Theological Seminary; B.A., University of North Carolina.

Hines, Wilbur, Senior Faculty of Math. M.Ed., University of South Carolina; B.S., Morris College.

Hogg, Joseph, Junior Faculty of Business. M.B.A., Kennesaw College; B.S., California State University.

Hood, Huey Allen, Junior Faculty of Bible. M.Div., New Orleans Baptist Theological Seminary; B.S., University of Alabama.

Howard, Jack, Lead Faculty of Business. M.B.A., Queens College; B.S., King College.

Howell, Timothy, Lead Faculty of Bible. D.Min., Dallas Theological Seminary; M.Div., Temple Theological Seminary; B.A., Tennessee Temple University.

Humphries, Scott, Junior Faculty of Business. M.B.A., George Washington University; B.S., North Carolina State University.

Irwin, Kathleen, Junior Faculty of Business. M.B.A. University of North Carolina – Charlotte; B.S., University of North Carolina – Charlotte.

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Johnson, David, Junior Faculty of History. M.Ed., Hardin-Simmons University; B.S., Southwestern College of the Bible.

Johnson, Molly, Junior Faculty of Arts. D.M.A., Louisiana State University, M.M., Louisiana State University; B.M., Oklahoma City University.

Jones, James, Lead Faculty of Business. M.S., Southern Methodist University; B.S., University of Georgia.

King, Starr R., Junior Faculty of Business. M.S., Winthrop University; M.B.A., Embry-Riddle University; B.S., The American University.

Kiser, Margie, Lead Faculty of English/Communications. M.A., Western Carolina University; B.A., University of North Carolina-Asheville.

Klipowicz, Steven, Junior Faculty of Business and Bible. D.Ed., University of Illinois; M.Div., Trinity Evangelical Divinity School.

Konarski-Fusetti, Monica, Master Faculty of English/Communications. M.A., East Carolina University; B.A., East Carolina University.

Laxton, Bill, Lead Faculty of Bible. D.Min., Reformed Theological Seminary; M.Div., Reformed Theological Seminary; B.A., Belhaven College.

Leagan, Richard, Lead Faculty of Communications. Ph.D., Ohio State University; M.A., University of Maryland; B.A., University of Maryland.

Lederer, Don, Junior Faculty of Business. D.Min., Southeastern Baptist Theological Seminary; M.A., Webster University; M.Th., Dallas Theological Seminary; B.A., Southern Methodist University.

Lewandowski, Tom, Lead Faculty of Business Law. J.D., University of South Carolina; B.A., Wolford College.

Linton, Andrew, Junior Faculty of Business. M.A., Columbia University; B.A., University of North Carolina.

Lonon, Deborah, Senior Faculty of English/Communications. M.A., University of North Carolina-Greensboro; B.A. Adrian College.

Lovejoy, Owen, Junior Faculty of Bible. D.Min., Asbury Theological Seminary; B.A., Mars Hill College.

Mathis, Ted, Lead Faculty of Psychology. M.A., Appalachian State University; B.A., Mars Hill College.

Mazzatenta, Ernie, Senior Faculty of Communications. Ph.D., University of Michigan; M.S., Medill School of Journalism, Northwestern University; B.A., Kent State University.

McKnight, Terri, Junior Faculty of Mathematics. M.A., Appalachian State University; B.S., Appalachian State University.

Mitchell, Grace, Junior Faculty of Spanish and English. Ph.D., University of Kentucky; M.A., University of North Carolina; B.A., Transylvania University.

Mosely, Jackie, Junior Faculty of Business. M.B.A., Winthrop University; B.S., Winthrop University.

Motley, Mary, Junior Faculty of History. M.A., University of North Carolina-Wilmington; M.Ed., University of South Carolina; B.S., Presbyterian University.

Murray, Peter, Lead Faculty of Business. M.B.A., University of Pennsylvania; B.A., University of Notre Dame.

Nall, Penelope, Junior Faculty of Business. M.B.A., Gardner-Webb University; B.S., Gardner-Webb University.

Neil, Robert, Junior Faculty of Business. M.B.A., Winthrop College; B.A., University of South Florida.

Noonan, Thomas, Lead Faculty of Science. Ph.D., California Institute of Technology; B.S., California Institute of Technology.

Oakes, John, Master Faculty of Business. M.B.A., Western Carolina University; B.S., Western Carolina University.

Ogirri, Dennis, Lead Faculty of Business. Ph.D., West Virginia University; M.U.R.P., University of Pittsburgh; B.S., University of Ibadan.

Owolabi, Isaac, Dean of Adult Studies/Director of MBA/Associate Professor of Business. Ph.D., University of Minnesota; M.S., University of Wisconsin; B.S., University of Wisconsin.

Oxenreider, Thomas, Lead Faculty of Business. M.B.A., Wheeling Jesuit University; B.A., University of Pittsburgh.

Pabor, Dennis, Junior Faculty of Mathematics. Ed.D., Syracuse University; M.Ed., New York State University College; B.S., New York State University College.

Palmer, Cecil "Zeb", Senior Faculty of Science. M.A., University of Georgia; B.S., St. Lawrence University.

Patterson, Dona, Junior Faculty of Psychology. M.Ed., University of North Carolina-Charlotte; B.A., University of North Carolina-Charlotte.

Pell, Bobbie, Junior Faculty of English/Communications. M.S., University of North Carolina – Greensboro; B.S., Western Carolina University.

Piazza, Richard, Senior Faculty of Business. Ph.D., Georgia State University; B.S., University of Georgia.

Priddy, Carroll Sue, Junior Faculty of Business. M.S., Western Carolina University; B.A., Mars Hill College.

Ramsey, David, Master Faculty of History and Business. Ed.D, East Tennessee State University; Ed.S., Appalachian State University; M.S., Appalachian State University; B.S., University of South Carolina.

Redding, John, Senior Faculty of Business. B.S., University of North Carolina-Asheville; C.P.A.

Rinker, Cameron, Master Faculty of Business. M.I.B.S., University of South Carolina – Columbia; B.B.A., Roanoke College.

Robinson, Spencer, Senior Faculty of Business. M.S.H.A., University of Alabama-Birmingham; B.A., Jacksonville University; B.S.I.M., Georgia Institute of Technology.

Russell, Donald, Senior Faculty of Mathematics. Ph.D., Clemson University; M.S., Clemson University; B.S., Clemson University.

Sanderson, Robert, Senior Faculty of Business. M.S., Eastern Illinois University; B.S., Eastern Illinois University.

Sheets, Don, Junior Faculty of Science. Ph.D., La Salle University; M.S. Central Michigan University; B.A., Central Michigan University; B.S., North Carolina State University.

Sherrill, Debra, Lead Faculty of Business. M.B.A., Wingate University; B.A., University of North Carolina-Charlotte.

Simmons, J.B., Lead Faculty of Bible. D.Min., Southern Baptist Theological Seminary; M.Div., Southern Baptist Theological Seminary; M.A., Columbia International University; B.S., Toccoa Falls College.

Small, Anita "Cathy", Lead Faculty of Arts. M.M., University of Kentucky; B.S., University of Kentucky.

Somerville, Walter, Junior Faculty of English. A.B.D., University of North Carolina – Chapel Hill; M.A., University of North Carolina – Chapel Hill; B.A., Presbyterian College.

Spainhour, Cheryl, Junior Faculty of English/Communications. M.A., Wake Forest University; B.A., University of Georgia.

Spruance, Palin, Junior Faculty of History and Business. A.B.D., University of Delaware; M.A., University of Delaware.

Stackhouse, Steve, Junior Faculty of Business. M.L.S., University of Pittsburgh; M.B.A., Indiana University; B.A., Indiana University.

Stirewalt, Deana, Junior Faculty of Business. B.S., University of North Carolina – Charlotte; C.P.A.

Sullivan, Barry, Junior Faculty of Bible. M.Div., Emory University; B.A., High Point College; A.A., Montreat-Anderson College.

Tannery, John, Junior Faculty of Business. M.B.A., Montreat College; B.S.E.E., New York State University.

Thornburg, Sarah, Junior Faculty of Business Law. J.D., Wake Forest University; B.A., Duke University.

Thrift, Steven, Junior Faculty of Business. M.B.A., Auburn University; B.S., Georgia State University.

Van Brocklin, Marlene, Lead Faculty of Bible. M.A., Fuller School of World Mission; B.A., Whitworth College.

Wagstaff, Robert, Junior Faculty of Business. M.S., North Carolina State University; B.S., North Carolina State University.

Whitaker, Bill, Junior Faculty of Business. Ph.D., University of South Carolina; M.Ed., University of South Carolina; B.S., Limestone College.

Wisseth, Ruth Mathis, Lead Faculty of History. M.S., Queens College; B.A., University of Liberia.

Wright, Deborah, Senior Faculty of Business. M.B.A., University of Phoenix; B.F.A., California Institute of the Arts.

Wynn, Jim, Junior Faculty of Business. M.B.A., University of New Mexico; B.S., Georgia Institute of Technology.

Young, Bob, Junior Faculty of Business. M.B.A., Auburn University; B.S., Auburn University.

Young, Julie Overby, Junior Faculty of English/Communications. M.A., University of Southern Mississippi; B.A., University of Southern Mississippi.

1999-2000 MONTREAT COLLEGE FULL-TIME FACULTY

Aaron, Grace (2000) ..... Spanish
B.A., The College of William and Mary; M.A., University of North Carolina at Chapel Hill; Ph.D. University of North Carolina at Chapel Hill

Anderson, Rob (1999) ..... Bible, Christian Ministries, Freshman Seminar
B.A., The Citadel; M. Div., The Southern Baptist Theological Seminary

Ballenger, David (1999) ..... Physical Education
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